



2003 **ANNUAL REPORT**

***New Jersey
Domestic Security
Preparedness
Task Force***



James E. McGreevey
Governor

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James E. McGreevey
Governor

Peter C. Harvey
Attorney General

To: The Honorable James E. McGreevey, Governor
From: Peter C. Harvey, Attorney General
Chair, Domestic Security Preparedness Task Force
Date: May 2004
Subject: Domestic Security Preparedness Task Force 2003 Annual Report

I am pleased to present you with the 2003 Annual Report of the Domestic Security Preparedness Task Force. As you are aware, I am concurrently presenting the report to the Legislature to meet the statutory obligations of the Domestic Security Preparedness Act (P.L.2001, ch.246) that established the Task Force. My transmittal memorandum to the Legislature is attached.

The report reflects a year of hard work that began with your leadership, included the involvement of nearly every department of state government and ended with New Jersey's ability to confer greater protection to its citizens against terrorist attacks and other potentially catastrophic incidents, whether man-made or natural.

It is no less true for being a cliché, but September 11, 2001 changed our lives. It also changed the priorities of government. This is most visible, perhaps, in the massive federal reorganization that created the new U.S. Department of Homeland Security. In New Jersey, the Domestic Security Preparedness Task Force, which predates the Department of Homeland Security by almost a year and a half, has directed state government's resources to protecting our citizens and critical infrastructure. The Legislature's charge in the Domestic Security Preparedness Act — "to prevent terrorist attacks, to mitigate their impact, and to prepare and plan for the various responses required in the event of a terrorist attack" — requires no less.

The Task Force has developed numerous initiatives to meet that charge and, in so doing, has changed relationships among all levels of government and private business and industry.

Reading through this annual report, especially through the reports on the activities of the Task Force's constituent agencies, one cannot help but be impressed by the numerous citations regarding multi-agency and interagency cooperation.

As just one notable example, the Task Force this past year constituted a Domestic Security Exercise Support Team to coordinate exercises statewide at all levels of government and between government entities and the private sector. This new unit draws staff from the State Office of Emergency Management in the Division of State Police, the Department of Military and Veterans Affairs and the Division of Fire Safety in the Department of Community Affairs. Exercising provides the "reality check" needed to tell whether our prevention, mitigation and response planning and training is on target.

To test our preparedness, the Exercise Support Team has supported exercises with the Departments of Environmental Protection, Health and Senior Services and the Office of the Attorney General, and has begun coordinating exercises between our private sector partners from the Task Force's Infrastructure Advisory Committee and government agencies at the municipal, county, state and federal levels. This represents an unprecedented level of coordination that recognizes the undeniable reality that our preparation must acknowledge our interdependencies. A petroleum facility cannot ultimately exercise its plans to respond to a major incident, for example, without involving local law enforcement and

local first responders, as well as their state and federal counterparts.

A second example of unparalleled coordination is one with which you had firsthand experience. I am referring to the State's actions at the end of last year, when the Department of Homeland Security raised its alert level prior to the Christmas and New Year's holidays. As you did more than a year ago when the country went to war in Iraq, you personally helped shape our state response to the heightened alert, a response that relied on the coordination from the Task Force, and involved staff from the State Office of Counter-Terrorism, the Division of State Police, the State Office of Emergency Management, and the State Departments of Military and Veterans Affairs, Environmental Protection, Health and Senior Services and Transportation.

This coordinated statewide effort, which culminated in deployments and preparations for New Year's Eve, was meshed with that of state emergency medical services providers, New Jersey Transit, the Port Authority of New York and New Jersey, the Pennsylvania National Guard, New York State, New York City and federal authorities in New Jersey, New York and Washington, D.C.

Your leadership has had a direct impact on improving New Jersey's domestic security readiness. In concert with New Jersey's congressional delegation, you have forcefully lobbied Congress to make sure that New Jersey receives the federal funds it deserves to equip its first responders and to protect its critical infrastructure. Your efforts, and the bipartisan efforts of our Senators and Representatives, have begun to pay dividends. The Northeastern New Jersey Urban Area Security Initiative, comprising the six northeast counties of the State and more than 44 percent of New Jersey's population, will receive nearly \$44 million in grant monies from the Department of Homeland Security to protect critical infrastructure and better equip first responders in the region. Nonetheless, the federal funding system for domestic security remains flawed. As you have pointed out on numerous occasions, it does not provide our state with funding commensurate either to the risks our citizens face or the extraordinary concentration of critical infrastructure that underpins New Jersey's economic strength. We will offer whatever support we can provide you to continue working to ensure that federal homeland security funding is commensurate with New Jersey's needs.

More recently, your efforts and the efforts of New Jersey's congressional delegation have paid other dividends. Culminating two years of discussions, the U.S. Department of Defense announced in March that it will fund a full-time military unit in our state equipped to respond quickly to chemical, biological or nuclear attack. This 22-member New Jersey National Guard Weapons of Mass Destruction Civil Support Team will provide an invaluable resource to our state to identify and contain deadly substances that might be released in a terrorist attack. The Civil Support Team will provide a vital element to New Jersey's ability to respond to a terrorist incident.

Finally, as this report went to print, I am pleased to note that, capping a year-long process under your direction, all sectors of the Infrastructure Advisory Committee had submitted their second-generation Best Practices for security in their respective industries.

As catalogued in the attached report, our efforts to secure New Jersey in 2003 were multifaceted and involved the cooperation of numerous agencies and private partners. These efforts continue full-speed ahead. Thanks to your leadership, guidance and support, the Task Force will continue to do its utmost to protect our citizens from terrorists and make New Jersey a safer place to live and work.



State of New Jersey
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James E. McGreevey
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Peter C. Harvey
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To: The Honorable Richard J. Codey, President of the Senate
The Honorable Leonard Lance, Minority Leader of the Senate
The Honorable Albio Sires, Speaker of the General Assembly
The Honorable Alex DeCroce, Republican Leader of the General Assembly
The Honorable John A. Girgenti, Chair of the Senate
Law and Public Safety and Veterans' Affairs Committee
The Honorable Peter J. Barnes, Chair of the Assembly
Law and Public Safety Committee
The Honorable William D. Payne, Chair of the Assembly
Regulatory Oversight Committee
The Honorable Joan M. Quigley, Chair of the Assembly
Homeland Security and State Preparedness Committee

From: Peter C. Harvey, Attorney General
Chair, Domestic Security Preparedness Task Force

Date: May 2004

Subject: Domestic Security Preparedness Task Force 2003 Annual Report

Introduction

Since its first confidential report to the Legislature, the Domestic Security Preparedness Task Force has completed a year of intensive work to make New Jersey more prepared and its citizens more secure. It was a year that saw New Jersey making ever greater strides to safeguard itself against the threats posed by terrorism.

As you are aware, the Task Force was established by the New Jersey Domestic Security Preparedness Act, signed into law in October 2001, less than a month after the terrorist attacks of September 11, 2001. The law requires the submission of an annual report to the leadership of the Senate and Assembly and to the chairs of the respective houses' oversight committees.

In enacting the law, the Legislature recognized the importance of the confidentiality of the Task Force's work product. The Legislature explicitly provided that records maintained by the Task Force not be deemed public records under the "Open Public Records Act" and that the meetings of the Task Force and Planning Group not be subject to the provisions of the "Open Public Meetings Act."

Furthermore, the law stipulates that the information presented in this annual report shall be deemed confidential (P.L.2001, c.246, s.13).

However, for the current reporting period, January to December 2003, the Task Force thought it important to make the majority of this report public. New Jersey's citizens deserve to be provided with as much information as possible so they can understand what State Government has done, is doing and will continue to do to increase their security and better protect New Jersey.

Let me put the current reporting period and the Task Force's activities during this period in a larger historical framework. Although it is too early to tell, many of the events of this period appear to qualify as potential historical milestones.

- It was a year that saw a massive effort to protect Americans against smallpox, a disease that had, for all intents and purposes, been eradicated from the world, save for its potential malicious use by terrorists. As part of a national effort, the State Department of Health and Senior Services inoculated nearly 700 New Jersey State and local public health workers and law enforcement officers, who would be responsible for investigating possible or confirmed outbreaks of smallpox, as well as hospital clinicians and support staff, who would be responsible for treating smallpox victims.
- December 2002 saw federal legislation enacted to create the U.S. Department of Homeland Security. Four months later, in March 2003, DHS began operating as a consolidated agency.
- The period covered by this report also saw the Homeland Security Alert System raised from yellow (Significant Risk of Terrorist Attack) to orange alert (High Risk of Terrorist Attack) four times.

The second of these increased alerts coincided with Operation Liberty Shield, during the war with Iraq. The last of these increased alerts came in December as we approached the New Year, and reports indicated that the potential threat was acute. New Jersey responded to the December alert with incredible coordination among federal, State, county and municipal law enforcement agencies, as well as between the State's hospitals and emergency medical services providers, transportation authorities and so on.

Each of these heightened alerts demanded increased vigilance and increased staffing by members of State Police, the New Jersey National Guard and county and local law enforcement, as well as other officials. The men and women who responded performed magnificently and rose to the challenges of each occasion. Indeed, since the first orange alert in 2002, New Jersey has developed specific protocols for responding to increased alerts, and the state's response continues to improve and become more systematic. No terrorist incidents have accompanied these alerts, thankfully, but we continue to improve our response and our ability to prevent an event.

In its second year of operation, the Task Force again confronted the enormity of its task. Enhancing and ensuring our State's and citizens' security is a complex undertaking. For the Task Force members and staff – meeting every two weeks as a whole and more frequently in subgroups – it was hard but gratifying work. It required attention to detail in numerous, interdependent realms. The Task Force, operating largely out of public view, has overseen arguably the most extensive and coordinated interagency operation in the history of the executive branch of New Jersey State government.

Protecting Critical Infrastructure/Best Practices

This unprecedented collaboration among the Task Force's dozen constituent state departments and agencies has by necessity also extended beyond the confines of state government. To protect the state's critical infrastructure, the Task Force has also coordinated its efforts with New Jersey's private sector. Clearly, only a strong public-private partnership can help safeguard those facilities, industries and businesses that provide the underpinnings for our citizens' quality of life and are the economic lifeblood of the state, region and, in many cases, the country.

An often repeated fact is that the private sector owns 85 to 90 percent of the significant and critical infrastructure and facilities in our state. We need a cooperative and productive public-private partnership for effective domestic security. I am pleased to report that New Jersey has developed one of the most robust and successful partnerships of that kind in the nation.

The Task Force has worked closely with the private sector members of its Infrastructure Advisory Committee (IAC) and with our partners in industry to develop "Best Practices" for security. Through these Best Practices, the private sector focuses on specific measures to prevent, mitigate against, respond to and recover from potential terrorist activities. Best Practices cover such issues as target hardening and mitigation measures, crisis response, contingency and continuity planning, and protocols for communications, background checks and adjusting security measures based on changes in the Homeland Security Alert System.

As part of this process, the Task Force's component agencies have served as liaisons to those industries with which they already have relationships. These relationships have originated, usually, with the state agency that regulates the industry (e.g., the Board of Public Utilities with the telecommunications and utilities sectors, the Department of Environmental Protection with the chemical and petroleum sectors, the Department of Health and Senior Services with the healthcare and food sectors, Department of Agriculture with the agriculture sector, the Department of Community Affairs with the commercial buildings and construction sectors, etc.). I am glad to note that the Task Force's liaison agencies have met with excellent cooperation from their industry counterparts. In addition, critical infrastructure such as the State's various transportation systems, cuts across a number of in-

dustry sectors, and the State Department of Transportation has taken the lead in overseeing security issues in these cross-cutting domains.

During the period covered by the Task Force's first report to the Legislature, all IAC sectors submitted Best Practices and began implementing them. During the current reporting period, the Task Force and the 20 IAC sector groups have embarked on a second, more expansive, generation of industry Best Practices to enhance even further the security of the state's critical infrastructure.

Information Sharing

The State Office of Counter-Terrorism (OCT) routinely shares information and intelligence with the private sector about potential threats. In the year covered by this report, OCT sent out more than 80 confidential bulletins and alerts to various industry sectors. OCT also has developed a secure Web site for infrastructure protection that serves as a statewide clearinghouse for information. In addition, OCT has deployed a high-speed notification system called "The Communicator!" that automatically sends alerts to a designated number of individuals, groups, or teams in the private sector and in all levels of government by phone, pager, fax, and e-mail.

MEDPREP Terrorism Preparedness Advisory Committee

Another way the Task Force is working with the private sector is through the Department of Health and Senior Services and its Medical Emergency and Disaster Prevention and Response Expert Panel (MEDPREP) Terrorism Preparedness Advisory Committee. In late 2002, the Department of Health and Senior Services merged its original MEDPREP group, established initially by Governor-elect McGreevey in 2001, with a standing departmental bioterrorism advisory committee to form the MEDPREP Terrorism Advisory Preparedness Committee. With this Advisory Committee, New Jersey has become the first state in the nation with a 24 hour-a-day, seven-day-a-week Bioterrorism Rapid Response team to provide medical expertise for suspected bioterrorism events. We also are the first state to install 800 MHZ non-interruptible radios in all our 84 acute-care hospitals. This New Jersey Hospital Communications Network interconnects these hospitals with state government and one another, allowing reliable interoperable communication in the case of a large-scale terrorist event or natural disaster. This system is tested daily and is currently being upgraded from an analog to a digital mode.

Domestic Security Exercises

During this reporting period the Task Force created a Domestic Security Exercise Support Team to coordinate the State's exercise programs. The Exercise Support Team and the Infrastructure Advisory Committee have begun exercises and training simulations that incorporate both public and private sector players. The State Board of Public Utilities, for example, has already run tabletop exercises with the Water and Energy sectors to determine how to best maintain continuity of operations in the face of a terrorist attack. The Department of Environmental Protection recently participated in a similar exercise with the petroleum industry. We will conduct exercises with all industry sectors.

In November 2003, New Jersey and the Port Authority of New York and New Jersey, along with the U.S. Office for Domestic Preparedness (ODP) and more than 600 local, county, and state first responders from 70 agencies, staged one of the largest full-scale emergency exercises in New Jersey history. This "Gateway Response" exercise simulated the release of chemical and radiological agents at Port Newark. ODP and the state are currently in the process of finalizing a formal after-action report that will detail the strengths and weaknesses of the participants and our simulated response. This exercise is a good example of the depth of public-private cooperation needed at all levels to prepare for future acts of terrorism.

In addition to cooperating with the private sector, the Task Force has cooperated with municipal and county governments and agencies. During the current reporting year, much of that interaction has focused on cooperation with law enforcement and emergency first responders from the police, fire, hazardous materials and emergency medical services communities.

Distribution of Grant Funds for Domestic Security Equipment/Preparedness

This outreach has been intrinsically linked to federal funding for first responders and other domestic security enhancements. During the period covered by this report, the Task Force developed a comprehensive, coordinated and regionalized strategy for distributing and expending federal homeland security funds to maximize protection for New Jersey citizens. To the extent possible, the Task Force has worked to ensure that funding decisions are made on

the basis of risk and on the ability to protect the greatest numbers of people and most vital facilities.

During the period covered by this report, the Task Force oversaw the distribution of nearly \$77.2 million to New Jersey first responders from the Office for Domestic Preparedness in the U.S. Department of Homeland Security. In November 2003, ODP announced that New Jersey first responders, law enforcement officers and civilian volunteers would share an additional \$55.4 million in federal fiscal year 2004.

Also noteworthy is the approximately \$41 million in federal funds received in the 2003 federal fiscal year that New Jersey's Department of Health and Senior Services is using, along with \$15.75 million in State dollars, on a statewide and regional basis to improve the capacity of the state and its public health and healthcare systems to prepare for and respond to potential bioterrorism attacks.

Regional Collaboration for Preparedness

The Task Force has focused on a regional funding strategy that uses federal grants to provide the greatest amount of protection to the greatest number of New Jerseyans, including first responders who, by virtue of their location, may face the greatest risks. For example, it directed funds to enhance, on a statewide and regional basis, the ability of law enforcement to detect and respond to explosives.

The Task Force has established a regional compact among the State's 10 existing bomb squads, with coordination provided by the State Police bomb squad. To support this initiative, the Task Force targeted additional federal funds to ensure that each county in the State has at least one explosives-detecting canine. Ultimately, we will have more dogs to detect explosives — still the weapon of choice of terrorists worldwide — and bomb teams that will have interoperable equipment, identical training and, therefore, an ability to work together and back each other up anywhere in the state.

A key aspect of this effort —and of the Task Force's strategy — is the recognition and emphasis on a need for mutual aid agreements. This strategy also recognizes a need to build statewide capacity through coordination and standardization of local assets throughout the state. Whether we face a major catastrophe or a regionally focused incident, such as one targeting a major city, Hudson River crossing, or other high-profile critical infrastructure site or facility, we will have the redundant capacity we need. Coordinating the bomb squads' and bomb dogs' activities, equipment and training is only common sense. Unfortunately, it is not the way that we have done business in the past. In order to leverage our resources and ensure our effectiveness, it must be the way we operate now and into the future.

New Jersey continues to have concern about the federal funding formula used to distribute funds for first responders. The formula is not risk-based nor does it distribute funds proportionately by state on a per capita basis. In fact, citizens of many states with smaller populations than New Jersey's receive considerably more of this funding per person than citizens of the Garden State. Governor James E. McGreevey and New Jersey's entire congressional delegation have lobbied hard on a bipartisan basis to rectify this funding formula and to ensure that additional funds reach New Jersey and areas in the states facing the greatest risks from terrorist attacks.

Recent developments in ODP's funding for the Urban Areas Security Initiative (UASI) appear in some ways to respond to concerns expressed by New Jersey and other jurisdictions. During the period covered by this report, New Jersey received \$43.9 million in grants from ODP to fund a six-county Northeastern New Jersey Urban Area Security Initiative. The total combined funding for New Jersey's six northeastern most counties (Bergen, Essex, Hudson, Morris, Passaic and Union) surpasses the funding for all of the 50 participating U.S. cities, save for New York City and Chicago. The northeastern six-county Urban Area Security Initiative, designed under the Task Force's leadership, has emerged as a model of the kind of cooperative, regional approach called for by the new realities we face.

In this regard, I would be remiss not to note that the municipal leaders of Newark and Jersey City deserve praise for understanding that New Jersey's preparation and response must be regional. Limiting activities to the borders of their cities alone would ultimately not offer the level of protection they and we need.

This six-county metropolitan area represents more than 15 percent of New Jersey's total area and more than 44 percent of the state's total population. In addition, the area incorporates many core elements of New Jersey's transportation infrastructure and is also dense with chemical manufacturing plants and other critical facilities. As a result, the contiguous counties share verbal and written mutual aid agreements and have, for some time, worked together on coordinated emergency response efforts.

As part of the regional planning process, those efforts are becoming more formalized. An Urban Area Working Group has been formed that includes representatives from the State Department of Law and Public Safety, each of the participating counties, and a variety of disciplines including firefighting and emergency management. This latter point is crucial, because cooperative planning and effort is not only a matter of taking a regional approach, but a multi-disciplinary one. If an incident such as an explosion were to occur at a manufacturing facility, more than law enforcement personnel would need to respond. We would need firefighting personnel who know and under-

stood the manufacturing processes and materials used in the facility. We would need HazMat personnel to address potential air and water quality issues. And we would need other expertise including medical personnel.

Although the six-county Northeastern New Jersey Urban Area Security Initiative represents the first domestic security planning effort of its kind in New Jersey, it is not the only regional planning strategy now in progress.

The Task Force has also developed a Southern Coastal Planning Region initiative for the purpose of identifying – and ultimately meeting – the unique, domestic security related equipment, training and planning needs of a defined area of South Jersey bordering the Delaware River. This area encompasses Burlington, Camden, Cumberland, Gloucester and Salem counties. The regional Southern Coastal and Urban Area Security Initiatives are among the Task Force’s highest priority projects.

These collaborative initiatives underscore the ways in which the events of September 11, 2001 changed forever the way we live and work. The Southern Coastal and the Urban Area Security Initiative projects provide a new paradigm for future intergovernmental operations. Terrorism does not recognize municipal, county, state or even national borders. This is reflected as common themes continue to assert themselves in the work of the Task Force: intergovernmental and interagency cooperation and collaboration; response to risk analysis and vulnerability assessments; regional planning and mutual aid based upon understanding interdependencies.

Commitment of New Jersey’s Law Enforcement Community

Many agencies of State government and many individuals working for those agencies deserve our thanks. Likewise, our partners in federal, county and municipal government, as well as our partners in the private sector, all deserve thanks for their effective efforts.

I would especially like to thank our law enforcement partners at the county and municipal levels on whom we have placed — above and beyond all their other essential duties — much responsibility for the fight against terrorism.

During the summer of 2003, I convened a series of meetings at which former First Assistant Attorney General Edward M. Neafsey, Office of Counter-Terrorism Director Sidney Caspersen and I met with prosecutors and chiefs of police from all 21 counties. We met to discuss the state’s counter-terrorism and infrastructure protection efforts, listen to concerns and reinforce the message that our county and municipal counterparts are full partners in New Jersey’s efforts. Likewise, former First Assistant Neafsey and Director Caspersen also met with state fire chiefs and county Office of Emergency Management directors to ensure statewide coordination between law enforcement and the agencies responsible for response and recovery efforts if a terrorist incident were to take place. I am pleased to report that the officials with whom we met were uniformly responsive and willing to assume additional responsibilities, including many for which they will not necessarily receive compensation.

The Legislature’s Commitment

We would particularly like to thank the leadership and membership of the State Legislature for sustaining New Jersey’s counter-terrorism and homeland security efforts. We are grateful for your steadfast support and for the passage of key legislation in 2003, including two bills specifically endorsed by the Task Force: The Fire Service Emergency Deployment Act (A-1775/S-1227), which provides for better coordination of fire services personnel and equipment throughout the state, especially during emergencies; and the Public Safety Interoperable Communications Coordinating Council Act (A-3390/S-2481), which established the Council in the Department of Law and Public Safety to develop a strategic plan to foster interoperable communications statewide among all levels of public safety and first responder agencies.

In addition, “The Motor Vehicle Security and Customer Service Act” (A-3058/S-2121), which you passed based on the Fix DMV Commission Final Report and which was enacted in January 2003, initiated the transformation of the New Jersey Division of Motor Vehicles into the more secure and customer-oriented Motor Vehicle Commission (MVC). Subsequently, the MVC began issuing new digital drivers’ licenses that are exponentially more secure than New Jersey’s old “paper” licenses. The new licenses will make it much more difficult to obtain a fraudulent document, thus aiding the fight against identity theft, one of the chief precursor crimes to terrorism. Legislation (A-3226/S-2238) that you passed to stiffen penalties for identity theft will help the fight against these crimes and our ongoing homeland security efforts.

The Governor’s Commitment

Of course, our final expression of gratitude goes most significantly to Governor McGreevey, whose leadership and commitment to protecting New Jersey’s families, communities and critical facilities informs and guides all our actions. In his support for the Task Force and in his creation of the Office of Counter-Terrorism, the Governor recognized clearly that protecting New Jersey’s citizens against terrorism begins as a state responsibility. It is a re-

sponsibility that cannot and should not be left solely to the federal government. We learned that lesson tragically and explicitly on September 11, 2001. New Jersey lost nearly 700 of our citizens; approximately one out of every four persons who died at the World Trade Center called New Jersey home. But, under the Governor's leadership, we have channeled our grief and anger into a resolve to make our state safer.

From 2003 through 2005, in tight fiscal times, Governor McGreevey has supported New Jersey's homeland security efforts with nearly \$248 million in State funds. He has also worked with New Jersey's congressional delegation — in a bipartisan manner — to ensure that the State gets federal homeland security dollars that are commensurate with the risks it faces.

He has also invested his time personally.

- In spring 2003, the Governor convened a series of meetings in Trenton at which he and members of the Task Force — Commissioner of Health and Senior Services Dr. Clifton Lacy, State Police Superintendent Col. Rick Fuentes, Office of Counter-Terrorism Director Sidney Caspersen and I — briefed mayors, school superintendents, police chiefs, fire chiefs and emergency management directors about various aspects of the State's homeland security prevention and response initiatives.
- He has played an active role with our private sector partners represented by the Infrastructure Advisory Committee, and has reviewed and facilitated the adoption of industry groups Best Practices for security. He has convened several meetings with the IAC, including one just prior to the war with Iraq, at which the state and its key private sector entities were able to discuss frankly the potential terrorist threats they might face and how they could work together for mutual benefit and mutual protection.
- He helped establish another public-private partnership, the New Jersey Business Force — a first-of-its-kind homeland security partnership between the State and a number of its leading companies, in which both sides work to fill state and regional Homeland Security gaps that neither government nor business can handle alone. Developed by the nonprofit Business Executives for National Security (BENS), the New Jersey Business Force was the pilot program for the Business Force concept, which has now been expanded to a number of other states.
- He also personally announced and supported the Task Force's order mandating the double-locking of all aircraft and the posting of signs providing emergency contact information at all 486 New Jersey licensed General Aviation (GA) facilities. These requirements, which were ultimately included in the State Department of Transportation's updated General Aviation Regulations adopted in November 2003, provide additional aircraft-related security features that are not covered by federal law or the operations of the federal Transportation Security Administration.
- Finally, during the four periods in 2003 when the Homeland Security Alert System was raised to "orange," Governor McGreevey, as the State's commander-in-chief, played a hands-on and decisive role in ordering deployments of State troopers and National Guard forces to better protect our citizens.

How far have we come? By the end of its second year, the Domestic Security Preparedness Task Force has made considerable strides, forging new procedures, structures and relationships where earlier there was appreciable uncertainty. While we recognize that no amount of preparation can prevent every terrorist act or ensure a faultless response were one to occur, we can neither be discouraged nor slow our pace. We must — and we will — strive to improve our ability to protect New Jersey's families and the State's physical and economic assets.

c: Governor James E. McGreevey

Domestic Security Preparedness Task Force Members

I. Task Force Overview

In its second full year of operation, the Domestic Security Preparedness Task Force matured and solidified its operations as New Jersey's cabinet-level body for planning and coordinating the state's homeland security, preparedness and counter-terrorism efforts. The terrorist attacks of September 11, 2001, challenged governments at all levels to respond and to institutionalize their responses in a flexible and dynamic manner mindful of changing worldwide terrorist threats. New Jersey responded quickly in October 2001 by passing the Domestic Security Preparedness Act, establishing the Task Force and charging it with formulating plans "to prevent terrorist attacks, to mitigate their impact, and to prepare and plan for the various responses required in the event of a terrorist attack."

One specific challenge faced by the Task Force in achieving these objectives was the need to continue focusing on the big picture. It is very tempting in state government, as in other large organizations, for individual agencies to focus on their own agendas and activities to the exclusion of anything else. Under Governor James E. McGreevey's leadership, the Task Force has developed into a model of intergovernmental cooperation — as well as cooperation between public and private sectors. In its second year, the Task Force focused even more successfully on identifying issues and creating solutions that, ultimately, transcended its component agencies.

The broad view is a necessity. Terrorism does not respect governmental borders. As a result, the Task Force must think regionally and in interdisciplinary ways. A terrorist attack against a chemical facility in the densely populated Northeast part of the state, for example, would at a minimum have health, emergency response, environmental, transportation and law enforcement consequences. And it could well have consequences for residents of neighboring New York State and New York City. Planning to prevent such an attack, or to lessen its impact, clearly cuts across jurisdictional lines. As a multi-agency body, the Task Force is only as strong as its ability to forge strong alliances; conversely, it is only as strong as its weakest link.

The Governor's Office and the Task Force's constituent agencies, the Office of the Attorney General, the Office of the Attorney General's Office of Counter-Terrorism, the Governor's Office of Recovery and Victim Assistance, the New Jersey Division of State Police, the New Jersey Office of Emergency Management, the Board of Public Utilities, the Office of Information Technology, and the Departments of Agriculture, Community Affairs, Environmental Protection, Health and Senior Services, Military and Veterans Affairs and Transportation, have dedicated senior staff members to Task Force activities. They were assisted this year for the first time by a small staff at the Office of the Attorney General assigned full-time to Task Force duties.

That the Task Force, to a great extent, institutionalized its activities in 2003 is demonstrated by a number of interrelated accomplishments, including:

- The development and implementation of a second generation of "best management practices" for security with the private sector partners of the Task Force's Infrastructure Advisory Committee; this effort has been complemented by efforts that had just gotten under way at the end of 2003 to enhance the protection of "buffer zones" outside critical facilities.
- The creation of an interagency State Domestic Security Exercise Support Team to plan and coordinate statewide exercises that test the preparedness of government at all levels and the private sector to mitigate or respond to terrorist or terrorist-related incidents; after the U.S. Department of Homeland Security (DHS) was established in March 2003, the Exercise Team became the state's point of contact to the federal exercise program overseen by DHS's Office for Domestic Preparedness.
- The ongoing efforts of the Task Force's business-continuity entity, the State Government Operations Group, to ensure that critical state functions will continue in the event of a terrorist or other catastrophic incident.

Task Force Overview

- The continuing activities of the New Jersey Domestic Security Preparedness Planning Group, the Task Force's "process engine," which is charged with research and evaluation that enables the Task Force to take action, as well as with coordinating Task Force activities with non-state agencies, with developing and coordinating statewide preparedness and response training initiatives, and with whatever other functions the Task Force deems necessary.
- The creation of a New Jersey Homeland Security/Defense Technology Solutions Committee, a consortium of New Jersey universities and military facilities working to find synergies among federal, state, academic and industry resources in New Jersey to develop technological solutions to homeland security challenges.

In addition, the Task Force's growing maturity was marked by the development of a comprehensive, statewide funding strategy to distribute millions of dollars in federal counter-terrorism and preparedness grants to state and local agencies. This critical undertaking warrants a separate discussion in this report and is the subject of the next chapter.

The Infrastructure Advisory Committee and Best Practices — Protecting New Jersey's Critical Infrastructure

The Domestic Security Preparedness Act of 2001 established an Infrastructure Advisory Committee (IAC) as a private-sector component of the Domestic Security Preparedness Task Force. In mandating a public-private partnership, New Jersey recognized that 85 to 90 percent of the infrastructure in the State is privately owned and that protecting life and property must be undertaken as a joint effort between government and industry.

The Task Force initially identified 24 key industrial sectors that account for the strength of New Jersey's economy and quality of life, such as gas, water and electric utilities, nuclear facilities, the telecommunications, transportation, food, agriculture, construction, health care, chemical and pharmaceutical industries. During 2003, the Task Force added a new sector (schools) and consolidated several others. As a result, there are currently a total of 20 IAC sectors.

The various Infrastructure Advisory Committee sectors meet regularly to share information and security strategies. They also meet regularly with the Task Force and their liaisons in the state agencies. Each of the IAC sectors is paired with one or more of Task Force agencies. These partnerships are usually based on prior relationships. For example, the State Department of Environmental Protection is liaison to the chemical industry sector, an industry over which it has existing authority. Likewise, gas and electric utilities are paired with the State Board of Public Utilities, healthcare facilities with the State Department of Health and Senior Services, and so on. These partnerships have extended as well to public-publicprivate sector collaboration on terror-related exercise programs.

Since 2001, the Task Force and IAC have been working on "Best Practices" for security. Best Practices for a particular industry represent a baseline security plan that can apply across an entire sector. Best Practices focus on prevention, preparation, response to and recovery from terrorist activities. They include detailed lists of methods, processes, procedures and actions that can be taken to protect the critical infrastructure site. They are developed by IAC private industry sector members, along with input from the various state agencies that serve as liaisons to each group, and they include such considerations as:

- Assessing a site's specific vulnerabilities and documenting the methodologies for making these assessments.

20 Infrastructure Advisory Committee (IAC) Sectors and State Agency Partners

SECTOR	STATE AGENCY PARTNERS
Agriculture	Depts. of Agriculture, Health & Senior Services
Biotechnology/Pharmaceuticals	Dept. of Environmental Protection
Cable TV/Media/911 Centers	Board of Public Utilities/Dept. of Community Affairs/Office of Information Technology
Chemical	DEP
Colleges/Univ. Research Facilities	DHSS
Commercial Buildings	DCA
Construction	DCA
Electric	BPU
Financial Services	Dept. of Banking & Insurance/DCA
Food	Dept. of Ag./DHSS
Gas	BPU/DCA
Healthcare Facilities	DHSS
Nuclear	DEP
Petroleum	DEP
Schools	Dept. of Education
Sports & Entertainment/Tourism	NJ Sports & Exhibition Authority NJ Commerce & Economic Growth Commission
Telecommunications	BPU
Transportation	Dept. of Transportation
Wastewater	DEP
Water	BPU/DEP

Task Force Overview

- “Hardening,” or increasing physical security of the facility, including adding fencing, barriers, and controls for staff and vehicle access.
- Setting up protocols to ensure the continuity of communications.
- Developing and implementing protocols for employee, vendor and delivery person background checks.
- Developing and adopting protocols for adjusting a site’s security measures based on changes in the Homeland Security Alert System (HSAS).
- Developing protocols related to cyber-security and the protection of computer content and communications.
- Developing capacity and specific plans to respond to a crisis.
- Developing contingency and continuity plans to ensure that a site can continue to function or shift functions to another location in the aftermath of a terrorist incident.

Best Practices are dynamic and changing. They will continue to be reviewed and updated as needed. In 2002, the IAC sectors submitted Best Practices to the Domestic Security Preparedness Task Force for review. In 2003, the IAC sectors embarked on a new generation of industry Best Practices. The Task Force and Governor have approved the second-generation Best Practice plans of 15 of the 20 IAC sectors.

The remaining best practice plans, as well as plans of a very small number of sector subgroups, are expected to be approved early in 2004.

This dynamic process of developing and adopting Best Practices has benefitted from the cooperative spirit that has pervaded the domestic security efforts of the private sector and state. This collaborative spirit has been very productive to date. Clearly, owners and operators are aware that implementing security measures and protocols for response and recovery for their private facilities is good business practice and must reflect their organizations’ honest assessment of their own vulnerabilities and tolerance for risk.

After its review and approval, the Task Force submits Best Practices to Governor McGreevey for his review and endorsement. When the Governor approves an industry best practice, he formally directs the state agency head whose agency is liaison to the sector in question to take certain steps. These steps include:

- Disseminating the Best Practices to each entity within the sector.
- Encouraging implementation and compliance with the Best Practices by the members of the sector.
- Establishing a capacity to provide training, education and technical assistance for each entity within the sector to ensure implementation and compliance.
- Establishing a capacity to monitor implementation and compliance for each entity within the sector.
- Reporting back to the Task Force and the Governor twice a year regarding the status of implementation and compliance with the Best Practices, with a recommendation whether additional steps are needed to ensure compliance.

This last point is vital. The Task Force and its component agencies are actively monitoring industry compliance with the Best Practice standards. The Task Force believes that cooperative compliance has been and will continue to be effective, but it reserves the right to take a different course if necessary.

Buffer Zone Protection

Best Practices deal with enhancing security within a facility or within the perimeter of a facility's boundaries. The next logical step in increasing security lies in taking measures outside the gates of critical infrastructure, in the area immediately outside a facility. These "buffer zones" are the areas through which terrorists could either gain access to a site or from which they could launch an attack. Thus, buffer zone protection and Best Practices go hand-in-hand.

Buffer zones outside a plant or facility are primarily in the public realm and, in this regard, fall primarily under the jurisdiction of the municipal police department in which the facility is located. Protecting these zones presents another opportunity for extending public-private partnerships. As 2003 came to a close, the Task Force turned its attention to developing a state-wide strategy to bolster buffer zone protection around New Jersey's most critical facilities.

This effort found a willing partner in the U.S. Department of Homeland Security. In fact, staff from DHS's Infrastructure Analysis and Infrastructure Protection (IAIP) Directorate, in concert with the New Jersey Office of Counter-Terrorism and the Task Force, sponsored a tabletop exercise on buffer zone protection, using a North Jersey chemical facility as the case study. This tabletop exercise, which took place at the end of September, included state, county, local and federal law enforcement officials, as well as principals from the chemical facility. It was only the second such exercise held by IAIP in the country and, as such, was being used by DHS to help establish a template for buffer zone protection throughout the United States. In January 2004, the U.S. Department of Homeland Security, the state Office of Counter-Terrorism and the Task Force conducted a buffer zone training session for staff from critical infrastructure facilities and law enforcement statewide, continuing these efforts.

Whether dealing with Best Practices or buffer zone protection, there is one sure-fire way to see if such plans are well-devised and workable: that is to test them through exercising. Whether through a structured tabletop discussion of simulated situations, a functional exercise that tests a command post in action (while the movement of personnel and equipment is simulated) or a full-scale exercise that requires personnel actually to deploy in response to a simulated attack or other scenario, exercises provide the reality check against which to measure the quality of one's planning and training.

State Domestic Security Exercise Support Team

In its first year of operation, the Task Force had adopted the state Office of Emergency Management's operational model of "planning, training and exercising." In short, that model is to plan to meet certain contingencies or deal with certain events based on evaluation and analysis; to train staff with the skills needed to implement the plans; and, finally, to exercise or drill to test the plans and training. To the extent that exercises indicate that corrective action is needed, improvements and adjustments are made to planning and training, and the self-correcting cycle starts over. Historically, the state Office of Emergency Management has included an Exercise Unit that administers, coordinates and sponsors "all-hazards" emergency management exercises conducted by all levels of government as had been required by the Federal Emergency Management Agency (FEMA, now a part of the Department of Homeland Security).

Toward the end of 2002, a number of component agencies began reporting to the Task Force regarding results from various training exercises related to terrorism that had taken place. As the various reports came in, Task Force members began to discuss the necessity for the Task Force to coordinate terrorism-related exercises in a centralized manner. To that end, building on the existing OEM Exercise Unit, the Task Force, working through the Domestic Security Preparedness Planning Group, resolved to constitute a state Domestic Security Exercise Support Team. The Task Force determined that this new Exercise Support Team should be multi-disciplinary, including representation from the firefighting discipline and the military, as well as from the sphere of emergency management.

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Task Force Overview

On April 5, 2003, the state Domestic Security Exercise Support Team officially began operation in offices in Edison. The team is currently staffed by five members from the Division of State Police, three members from the Department of Military and Veterans Affairs and one member from the Department of Community Affairs' Division of Fire Safety. Its key activities involve developing an overall terrorism-related exercise strategy for the Task Force and state, as well as designing and implementing specific tabletop, functional and full-scale exercises for the Task Force, its component agencies and its private-sector partners. The Exercise Support Team places particular emphasis on the evaluation of exercises and on improvement plans based on these evaluations.

In addition, the team is involved in multiple training initiatives, including training agencies in the development of exercises. Members of the team also served as trainers in a wide variety of courses related to terrorism, the incident command system and other emergency response-related topics. Team personnel also staffed the state's Emergency Operations Center during a number of the instances when it was activated this year.

Among the primary exercise programs the Exercise Support Team developed in 2003 are:

■ The Hospital Preparedness Exercise Initiative

Developed with the state Department of Health and Senior Services, this program tested regional planning, training and exercising within the healthcare community. Team members helped run 18 exercises in 10 counties dealing with testing the coordination of various hospital and healthcare-related responses to potential terrorist attacks.

■ "Garden Vector" Exercise

Serving the central region of the state, the Garden Vector program consisted of a tabletop exercise that dealt with the overall response and decision-making process of county and municipal agencies in dealing with a biological threat, in this case, plague. The exercise focused on specific components inherent to a biological incident, including sampling, transport, quarantine and isolation. The exercise, which included the participation of two of central New Jersey's biggest public and private employers, Rutgers University and Johnson and Johnson, also emphasized communications, emergency response coordination and identifying and integrating resources.

■ Exercises with New Jersey Business Force

The Exercise Support Team held several planning meetings with Business Executives for National Security (BENS) — New Jersey Business Force, a not-for-profit consortium of private sector businesses committed to supporting state and local government during emergencies and disasters. These meetings culminated with two functional exercises, one in July and one in December. These exercises focused upon specific resources that New Jersey Business Force can bring to bear from the private sector to help state efforts to plan for, respond to and recover from a terrorist attack or other catastrophic event.

■ Department of Health and Senior Services Biological Exercises

The Exercise Support Team and the state Department of Health and Senior Services designed and conducted two tabletop exercises addressing the potential for the spread of smallpox in New Jersey. The first exercise, in June, dealt with biological sampling and transport of a sample from a hospital setting to the federal Centers for Disease Control and Prevention for examination. The second, in August, dealt with biological isolation and quarantine. This second exercise focused on how an order for isolation or quarantine of individuals would be issued, enforced and implemented. This series will continue in 2004 with additional exercises, including a full-scale exercise focusing on the distribution of pharmaceuticals from the Strategic National Stockpile.

■ Gateway Response Exercises

Part of the exercise strategy for the North Region of the state, the Gateway Response program was conceived by the New Jersey Domestic Security Preparedness Planning Group. It was subsequently developed by the State of New Jersey, in concert with the Port Authority of New York and New Jersey, to provide New Jerseyans with the best possible defense against the consequences of a terrorist act using weapons of mass destruction. Since 2000, the program has been supported by the federal Office for Domestic Preparedness (ODP), which became part of the U.S. Department of Homeland Security in March of 2003.

The first tabletop exercise in the program, regarding a chemical and radiological release at Port Newark, was held in August 2001. In 2002, two more tabletop exercises and a functional exercise were held.

In May 2003, numerous law enforcement and police agencies participated in a tabletop exercise focusing on how law enforcement would respond in the wake of a chemical and biological release at the port.

This was followed by a full-scale exercise conducted at a pier at Port Newark on November 15, 2003, that featured the participation of more than 600 individuals and 70 agencies. The full-scale exercise was the culmination of the three-year series of exercises and was designed to explore the full range of an interagency, coordinated field response to a terrorist attack on the State of New Jersey's critical transportation infrastructure. It was designed to assess how the incident command system would function in a large multi-agency response situation and to test the plans and procedures of response agencies and control elements from state, county, local, Port Authority of New York and New Jersey and regional federal agencies. The exercise's other objectives were to:

- Demonstrate the ability to perform an initial hazard/risk assessment.
- Assess the ability and benefit of intelligence sharing.
- Demonstrate interagency coordination.

New Jersey's Domestic Security Exercise Support Team supported the ongoing Gateway exercise series and planned and coordinated its November full-scale culmination. The team's members oversaw training related to the exercise, and organized and supervised the planning meetings, and also served as coordinators, evaluators and facilitators for the event itself.

After the exercise, DHS's Office for Domestic Preparedness Exercise Support Team and the New Jersey State Domestic Security Exercise Support Team collected input from participants, local evaluators, and functional controllers and assembled an "after-action report" to determine how best to build upon the lessons learned from the exercise.

■ Testing Best Practices — Petroleum Sector Table Top Exercise

In December 2003, the Department of Environmental Protection and the Task Force Exercise Support Team conducted a tabletop exercise at a large Citgo petroleum facility in South Jersey. This was the first formal exercise conducted to test an industrial sector's Best Management Practices and, as such, indicated how various strands of the Task Force's overall preparedness strategy — involving regional planning, public-private partnerships and the necessity for testing plans by exercising — began to be woven together during 2003.

Citgo volunteered to work with DEP and the Task Force Exercise Support Team, and they were joined in the planning process by the Gloucester County Office of Emergency Management. Ultimately, the exercise focused on one part of the best management practices — regarding communications in the event of a possible intrusion into the plant — reflecting actual notifications that would be made based on the Best Practices plan. In addition to Citgo, participants included the New Jersey State Police Marine Bureau, U.S. Coast Guard, West Deptford Fire and Police, Gloucester County Health Department, Gloucester

The full-scale Gateway Response exercise conducted at Port Newark featured the participation of more than 600 individuals and 70 agencies.

Task Force Overview

County Prosecutor's Office and the Paulsboro Fire Department. Observers included members of the New Jersey Petroleum Council and other company representatives from the Petroleum sector of the Infrastructure Advisory Committee.

Although the after-action report is still being prepared, the exercise had the benefit of bringing all the relevant response entities together, allowing them to become familiar with each other. This type of preparation paves the way for better communication in the event of an actual emergency situation. DEP will take the lead on developing another tabletop exercise with the petroleum sector for spring 2004.

■ Three-year exercise strategy

At the end of 2003, the Exercise Support Team prepared and submitted New Jersey's three-year exercise plan to ODP for its review and approval. The three-year plan builds on New Jersey's aggressive exercising program, and puts a premium on integrating exercises among state, county, municipal and federal agencies and the private sector, to ensure that "exercises" get as close to real life as possible. Agencies and companies must continue to exercise together. In the event of an actual attack or incident, a coordinated response will be vital.

Attorney General's Office — Establishing Legal Protocols for Emergencies

During 2003, the Attorney General established procedures to ensure that in the event of a terrorist attack, state agencies represented by the Attorney General's Office could promptly obtain whatever civil judicial relief in the courts needed to address the consequences of such an attack. The Attorney General has designated eight senior attorneys to serve as "on-call" deputy attorneys general for purposes of making necessary applications to domestic security judges designated by the Supreme Court to handle applications. The designated deputies have been provided with the necessary equipment to communicate with and obtain the required relief from the courts. On-call deputies have also received training on weapons of mass destruction, the types of applications that may be made to courts, the use of laptop computers, the location and operation of the State Emergency Operations Center and arranging conference or video conference calls.

The Attorney General's Office has coordinated these activities with the Administrative Office of the Courts to ensure that in the event of a domestic security emergency the state will be able to obtain whatever civil judicial relief is needed.

The Attorney General worked with the Domestic Security Exercise Support Team and the Department of Health and Senior Services in preparing table top exercises on biological sampling and treatment (June 2003) and on isolation and quarantine (August 2003). The Attorney General also participated as a player in these exercises designed to assist in the developing plans, policies and procedures to deal with isolation and quarantine and the transportation of biological samples in the event of a biological attack upon this state.

The Office of the Attorney General worked with the Administrative Office of the Courts during the exercises, providing an opportunity for the Domestic Security Judges appointed by the Supreme Court to observe the exercises, in which a retired Judge served as a surrogate for the Domestic Security Judges. The Attorney General's Office also worked with the Administrative Office of the Courts to ensure that equipment, policies and procedures are compatible so that in the event of an emergency, deputies can quickly contact a Domestic Security Judge, file the necessary applications and obtain the relief and orders necessary for the state to protect and preserve the life, health and safety of its citizens.

State Government Operations Group

The Task Force's State Government Operations Group, made up of administrative staff from each state department, is charged with enhancing the security of government buildings and developing business continuity plans to ensure that the vital work of government can continue in the event of a terrorist attack. To this end, the group requires – and each state department and agency has developed – a Business Continuity Plan. Each Business Continuity Plan includes scenarios for a one-day, five-day and over-30-day interruption of business. These plans also identify essential staff under each scenario and provide explanation for how core business functions would be continued. The State Domestic Security Exercise Support Team is working with the Government Operations Group to develop exercises that will test the various departments' — and overall state government's — readiness plans.

In 2003, in concert with the Exercise Support Team, the Departments of Environmental Protection and Law and Public Safety each held separate tabletop exercises designed to test their business continuity plans and their abilities to continue functioning in the face of a terrorist attack or other catastrophic event. Ultimately, these tabletop exercises will be run at higher levels of organizational and interagency complexity.

Among its other activities, the State Government Operations Group:

- Instituted an Incident Command Model for the Trenton capital complex to respond to emergencies.
- Began a \$3 million security upgrade of Trenton's capital complex, including an upgrade and expansion of closed-circuit televisions (CCTV) throughout the state office campus.
- Developed a prototype for a standardized employee identification card for all state workers; implementation of the new identification cards statewide is slated to begin in 2004.

Each Business Continuity Plan includes scenarios for a one-day, five-day and over-30-day interruption of business.

Task Force Overview

New Jersey Domestic Security Preparedness Planning Group

The Domestic Security Preparedness Planning Group was initially constituted in July 1999 in the State Office of Emergency Management as the Domestic Preparedness Planning and Coordinating Group, and charged with developing and maintaining response and recovery plans for the state. It ultimately developed a Terrorism Annex, which was added to the State Emergency Operations Plan as it then existed. With the passage of the Domestic Security Preparedness Act, this group was reconstituted by law as the Domestic Security Preparedness Planning Group, and has grown in size and scope.

Its mission is “to explore resources, coordinate efforts, give guidance, identify needs and provide technical assistance” related to terrorism issues in New Jersey. The Planning Group includes representatives from a wide range of State offices and agencies, medical and health service providers, first responder disciplines, academic groups, charitable groups, federal officials and the private sector (through the New Jersey Business Force).

Essentially, the Planning Group acts as the Task Force’s clearinghouse for information and as its research and development arm. As needed, the Task Force assigns to the Planning Group projects or issues related to homeland security matters that need further research and/or development. The Planning Group has also taken the lead on developing training initiatives and is set to launch an innovative, Web-based “E-Learning” training initiative for the state’s first responders.

In 2003, the Task Force endorsed seven standing Planning Group committees:

- The Agriculture - Animal Emergency Working Group Committee, which addresses how disasters or emergency situations affect domesticated animals and also addresses how to prevent the spread of various diseases in the animal population.
- The Exercise Design Committee, which acts as the liaison between the Task Force and the new State Domestic Security Exercise Support Team.
- The GIS (Geographical Information System) Committee, which is developing a state strategy for integrating GIS into all homeland security efforts.
- The Mental Health Committee, which deals with the mental health aspects and/or aftereffects of any terrorist-related or disaster situation, both with victims and families of victims, as well as with first responder and rescue workers.
- The On-line Training Committee, which is developing Web-based training programs for first responders.
- The Technology Committee, which evaluates all technology available for homeland security applications.
- The Training Committee, which surveys the counter-terrorism and homeland security training available for various constituencies and makes recommendations regarding areas where additional training is needed.

In addition, the Weapons of Mass Destruction Committee, which is mandated by the Domestic Security Preparedness Act and which in 2002 developed the weapons of mass destruction (WMD) annex to the State’s Emergency Operations Plan, continues to monitor developments in the WMD field to ensure that the annex remains up-to-date.

Communications and Outreach Initiatives

In March 2003, the Task Force launched NJHomelandSecurity.com, a comprehensive Web site to educate the public as to how to prepare for and respond to potential terrorist attacks. Developed jointly by the Attorney General's Communication Office and the Office of Information Technology, the site offers practical suggestions to increase preparedness; information about the Homeland Security Advisory System; information about biological, chemical and radioactive agents; information about how to access the Office of Counter-Terrorism's toll-free tip line to report suspicious activity (866-4-SAFE-NJ); and information about how citizens can get involved in local preparedness efforts such as the Citizen Emergency Response Team (CERT) program. (To get additional information about the CERT program and how to participate, call 877-CERT-411, or log onto http://www.state.nj.us/njoem/emb_cert.html.) The NJHomelandSecurity.com site also features breaking news bulletins regarding homeland security and counter-terrorism issues and is the state's primary means for communicating changes in the threat levels denoted by the U.S. Homeland Security Alert System. The NJHomelandSecurity.com Web site is slated to undergo an extensive upgrade and redesign in 2004.

In May, the Task Force introduced an advertising campaign promoting the NJHomelandSecurity.com Web site, and featuring the message, "Be Prepared, Stay Informed." The campaign was conveyed through transit advertising on more than 300 New Jersey Transit Buses as well as on ad posters at New Jersey Transit stations. The advertisements were designed to fight public complacency regarding citizens' need to prepare themselves and their families for potential terrorist attacks and other disasters. The campaign was coordinated with the New Jersey Business Force, a private-sector partner working with government to minimize the potential consequences of a terrorist attack in New Jersey. The four weeks of advertising were offered at reduced rate by Viacom Outdoor, a corporate member of the New Jersey Business Force that handles all advertising for New Jersey Transit. The cost of the campaign was funded by federal grant money from the U.S. Department of Homeland Security's Office for Domestic Preparedness.

In addition, the Attorney General's Office coordinated the production and distribution of two radio public service announcements. One promoted the Office of Counter-Terrorism's toll-free terrorism tip line, 866-4-SAFE-NJ; the other promoted citizen participation in the Department of Homeland Security and State Office of Emergency Management-sponsored Community Emergency Response Team or CERT program, which can be reached toll-free at 877-CERT-411.

The Task Force introduced an advertising campaign promoting the NJHomelandSecurity.com Web site, and featuring the message, "Be Prepared, Stay Informed."

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II. Task Force Funding Strategy

New Jersey's Strategy for Homeland Security Funding

Fulfilling the Domestic Security Preparedness Task Force's mandate to prevent, mitigate and respond to terrorist attacks, as well as to manage and coordinate remediation and recovery efforts if an attack were to take place, requires resources. In 2003, the Task Force developed a funding strategy to maximize resources. This funding strategy incorporates a number of principles:

- The importance of statewide and regional solutions and principles of mutual aid related to preventing and responding to a terrorist incident.
- In turn, the foundations of mutual aid are based on principles of "meaningful redundancy," i.e., providing multiple, cooperating agencies with identical or compatible state-of-the-art equipment and identical state-of-the-art training. Following this principle, bomb detection/ prevention teams or first responders, for example, can count on the fact that similarly trained and equipped resources will be available to reinforce their local capacity. In the case of a major terrorist incident or other catastrophe, this increased, redundant and interoperable capacity will be essential.
- The importance of basing funding decisions, to the greatest extent possible, firmly on risk, or "following the hazards."

Funding Overview

In early 2003, the McGreevey administration identified and has sought federal funding for approximately \$850 million to \$1 billion in homeland security equipment, staffing, target-hardening, and other programs and upgrades needed to bolster New Jersey's security and domestic preparedness.

Since September 11, 2001, the federal government has provided almost \$423 million to New Jersey to fund a wide array of domestic preparedness and infrastructure protection initiatives. These initiatives range from new and improved equipment and training for first responders, to efforts to guard against and prepare for the medical consequences of bioterrorism events, to efforts to increase security on our various transportation corridors and at our ports.

Of these dollars, approximately \$328 million was passed through the State to distribute to county and municipal entities and agencies. New Jersey is authorized to spend up to 20 percent of these "pass-through" dollars on enhancing state-level security and preparedness efforts. The remainder of the approximately \$423 million went directly to county, local or other government agencies or private companies.

Despite tight fiscal times, New Jersey also has provided State funds to help enhance homeland security and preparedness efforts. Governor McGreevey budgeted approximately \$95 million in State FY 2003 and more than \$100 million in FY 2004 in direct funds, grants and capital items to fund counter-terrorism activities, critical infrastructure protection and public health preparedness. Over two years, these state funds included \$23.6 million awarded to the New Jersey Department of Health and Senior Services, primarily to increase the "surge capacity" of the State's healthcare system, i.e., the capacity to effectively diagnose and treat casualties resulting from an act of terrorism or other public health emergency. In addition, these FY 2003 and FY 2004 funds included a total of \$16.4 million to fund the newly created New Jersey Office of Counter-Terrorism and \$16 million to fund direct grants to municipalities so they could purchase equipment for first responders.

Homeland Security Funding *FFY* 99-FFY 04*

Summary of Federal Funding to New Jersey *(as of Dec. 31, 2003)*

Program	Amount	Recipients
First Responder equipment, training, exercises and overtime (\$87,251,606 pass through to the local level)	\$120,702,000	Department of Law and Public Safety
Equipment, technology, training and overtime	\$13,558,397	Local Law Enforcement Agencies
Subtotal	\$134,260,397	
Urban Area Security Initiative To enhance security and preparedness level (\$35,095,658 Pass through	\$43,869,572	Department of Law and Public Safety Six-County Northeastern New Jersey UASI
Implementation of Citizens Corps., Emergency Management Planning and Preparedness; interoperability equipment and training; State Police and Marine Police enhancements	\$16,551,074	Department of Law and Public Safety
Subtotal	\$194,681,043	
Bioterrorism Hospital Preparedness and Public Health Preparedness Response For Bioterrorism to improve the capacity of health care facilities and the State's preparedness	\$70,369,251	Department of Health and Senior Services
Research in disease organisms, equipment and training in the Center for Bio-Defense; establishment of a Center For Public Health Preparedness; and health care clinician curriculum training through the NJ Medical School	\$33,300,000	University of Medicine and Dentistry
Subtotal	\$103,669,251	
Transportation enhancements including: New Jersey Transit's inner city bus and rail initiatives Port Authority Safe Commerce, air protection, marine terminal upgrades, airport protection, equipment Port Security and highway safety upgrades	\$32,759,688	Department of Transportation Port Authority of NY and NJ Delaware River Port Authority South Jersey Port Corp. New Jersey Transit
Security enhancements to privately owned bus companies for intercity bus security	\$1,112,001	Private bus companies
Enhancements to port security for private New Jersey entities	\$13,060,619	Private port entities
Subtotal	\$46,932,308	
Water and air protection	\$710,105	Department of Environmental Protection
Water protection by utility companies	\$1,035,000	Private water utility companies
Subtotal	\$1,745,105	
Animal plant and disease detection	\$241,040	Department of Agriculture
Training for fire and emergency responders	\$160,000	Department of Community Affairs
Development of NJ Secure program in 21 counties	\$496,000	Department of Education (Program now transferred to the Department of State)
Mental health counseling and preparedness	\$8,949,000	Department of Human Services
Total Federal Funding - Excluding All Hazards	\$356,873,747	
NY-NJ Anti-Radiation Initiative	\$7,000,000	Total award \$30 million
All Hazards Funding		
Assistance to Firefighters Grants	\$21,356,811	Direct federal award to local entities
Lab improvements, communication upgrades, emergency management (\$703,200 is provided to local entities)	\$44,897,164	Department of Law & Public Safety
Subtotal - All Hazards	\$66,253,975	
Total Federal Funding - Including All Hazards	\$423,127,722	

• FFY – Federal Fiscal Year

Federal resources, however, remain the largest source of homeland security funds for the State. There are several additional points to be made about federal funding:

- Homeland security funding remains a work in progress.

As the U.S. Department of Homeland Security consolidates 22 separate agencies, its funding mechanisms may continue undergoing reorganization. In addition, as soon as DHS began operations in March, it released in short order a multiplicity of grants to the states from multiple federal fiscal years. In addition, DHS released dollars directly to various State agencies. (In response, the Task Force initiated a grant-tracking system to ensure that all federal dollars were accounted for and available for use in a coordinated manner.)

In addition, bioterrorism and chemical preparedness grants are provided to New Jersey's Department of Health and Senior Services by two agencies within the U.S. Department of Health and Human Services, the federal Centers for Disease Control and Prevention (CDC) and the Health Resources and Services Administration (HRSA).

The federal homeland security funding picture is subject to revision based on congressional mandates. As of mid-March 2004, a number of Congressional proposals to alter DHS's funding programs or funding formulas were pending.

- The great bulk of homeland security funding from the federal government during the period covered by this report was not distributed based on risk.

Rather, the majority of federal funding to date has been based on a formula that, in effect, provides more homeland security money per capita to states with smaller and less dense populations and, correspondingly, less risk of becoming terror targets. (Pending legislation in Congress addresses this funding dilemma.) Governor McGreevey and the State's Congressional Delegation have worked tirelessly and in bipartisan manner to ensure that New Jersey gets its fair share of homeland security funding and to change the funding calculus so that risk of attack is clearly factored into the process. This risk-based approach is reflected in the federal Urban Area Security Initiative grants, thanks in large part to the efforts of New Jersey's Representatives and Senators. As noted, this risk-based approach is a key Task Force tenet, and the Task Force embodied it early in 2003 for distributing its pass-through funding for New Jersey's first responders and hazardous materials response teams.

New Jersey has received more than \$400 million in federal funding. Yet, New Jersey presents unique characteristics that make it a desirable target for terrorists:

- The State is the most densely populated in the nation;
- It is proximate to — and serves as a transportation corridor between — the largest and fifth-largest cities in the country;
- New Jersey is a hub of research, petrochemical manufacturing and international commerce.

In short, New Jersey is uniquely vulnerable, and federal dollars allocated so far simply aren't commensurate with the risks the State confronts.

- Finally, it is vital to note that funding must be matched coherently with New Jersey's vulnerabilities and needs and melded into a vision that provides for its effective and efficient use.

Funding, at whatever level, does not in and of itself confer protection to New Jersey and its citizens. Available dollars must be matched with a vision for their use. This is where the Task Force comes in. The Task Force has supplied that vision and translated it into a comprehensive spending plan to increase the security of New Jersey's citizens.

The great bulk of homeland security funding from the federal government during the period covered by this report was not distributed based on risk.

Task Force Funding Strategy

The Task Force's Vision

The Domestic Security Preparedness Task Force refined its vision for investing in New Jersey's security and preparedness during 2003. This vision and funding strategy was fleshed out by the Task Force's funding subcommittee, a broad-based group coordinated through the Attorney General's Grants Management Office and made up of representatives from the Task Force's component agencies, including:

- Division of State Police and its State Office of Emergency Management;
- New Jersey Office of Counter-Terrorism;
- New Jersey Board of Public Utilities;
- New Jersey Department of Community Affairs;
- New Jersey Department of Environmental Protection;
- New Jersey Department of Health and Senior Services; and
the New Jersey Department of Transportation.

In addition, representatives from the various first responder disciplines as well as the following non-Task Force agencies participated in the funding subcommittee:

- New Jersey Department of Corrections;
- New Jersey College/University Public Safety Association; and
- Port Authority of New York and New Jersey.

Ultimately, the Task Force's vision for funding is based on a number of interrelated concepts, namely:

- Ensuring that first responders have the protective equipment they need.
- Recognizing the necessity for statewide and regional solutions and mutual aid.
- Funding homeland security initiatives based on assessment of risks or, in other words, by "following the hazards."

The following is a discussion of these principles with examples of how they are being turned into reality:

- Ensuring that first responders, i.e., firefighters, police officers, emergency medical services technicians, HazMat team members, etc., the people who are on the front lines to protect New Jersey's communities and families, have the personal protection equipment they need to protect the rest of us.

The Task Force's first funding priority was to ensure that first responders throughout New Jersey met a uniform level of basic preparedness in the emergency equipment they possess. In 2003, the State distributed \$14.2 million in federal funds to all 21 counties.

Once equipment was distributed to reach a level of basic preparedness, the Task Force next identified the state's greatest areas of risk and vulnerability and focused on making certain that first responders at greatest risk had specialized equipment to protect them.

The Task Force has taken a holistic approach to upgrading first responder equipment. State-of-the-art equipment requires the proper training in its use. Well-trained and well-equipped first responders cannot be deployed as needed without regional planning and interoperable communications. This means that, in addition to providing lifesaving equipment, the state is also requiring agencies to focus on training, regional planning, and communications.

- Stressing statewide and regionalized assets and mutual aid agreements over a multiplicity of discrete local assets.

Catastrophic events, whether natural or man-made, do not respect municipal borders and political subdivisions. Terrorists are known to create diversionary attacks to draw responders to a secondary target, when the primary target is elsewhere. Likewise, terrorists have been known to draw responders to an attack and then launch a secondary attack on the responders themselves.

New Jersey has developed regional and redundant capacities to respond to terrorist incidents, as well as regional and redundant medical and hospital capacity to deal with potential injuries from an attack. New Jersey gives high priority to protecting our first responders.

On the preventive side, cooperation and mutual aid are also at a premium. For example, the State Office of Counter-Terrorism (OCT) developed a program to protect aircraft at Newark Liberty International Airport against possible attack from shoulder-fired missiles from MANPADs (Man Portable Air Defense Systems). Since the airport spans two cities and two counties, OCT collaborated with eight different law enforcement agencies that share jurisdiction: the Newark, Elizabeth and Port Authority of New York and New Jersey Police Departments; the Essex and Union County Sheriffs' Offices; the New Jersey State Police; the FBI; and the Transportation Security Administration (TSA).

In support of a regional approach, the Task Force has funded the development of one or two world-class hazardous materials (HazMat) response team in each of the State's 21 counties. Spreading these resources more thinly among a greater number of teams would be counterproductive. Every town does not need world-class capabilities, but each locality should be able to draw on a team with world-class capabilities, and each county should have multiple backups of equal and compatible capability from surrounding counties in the event of a major incident.

Phases of NJ's Funding Strategy

Phase I FFY99 \$1,194,000	Phase II FFY00/01 \$3,332,166	Phase III FFY02 \$7,397,300	Phase IV FFY03 \$15,005,552	Phase V FFY03 \$31,864,448	Phase VI FFY03&04 \$43,866,630	Phase VII FFY 04 \$55,424,000
Equipped state-level first responders with basic protection	Funded 26 Level-A first responder HazMat/Fire Departments & DEP	Funded 34 local CBRNE first responders, DSP, DEP, DMAVA 1st responders, NJ Task Force, Urban Search and Rescue	Provide local and state level police, fire, EMS with Personal Protection Equipment Statewide exercise and training	County CBRN response program Hazard-based projects 9 local bomb squads Start up K9 Coastal Delaware Planning Enhancement state 1st responders	UASI Six-county Northeastern New Jersey Initiative	Target hardening Site Profiler Bomb response EMS task force Intelligence and Infrastructure databases First responder equipment

Task Force Funding Strategy

The State began improving its capacity to respond to incidents involving terrorists' potential use of chemical, biological, radiological, nuclear, and explosive (CBRNE) weapons by using homeland security grants from federal fiscal years 1999 to 2001 to create or improve HazMat teams throughout the state. Homeland security funds from federal fiscal year 2002, combined with State Department of Health and Senior Services state funds, were used to ensure that these teams coalesced into a statewide HazMat program. In addition to this, federal fiscal year 2002 funds were used to bolster individual counties in addressing gaps in their HazMat response plans. In total, state and local HazMat agencies shared more than \$13.2 million in federal funding (from federal fiscal years 1999 to 2002) to upgrade their capacities.

All 21 county hazardous materials/CBRNE teams sharing state and federal funding must follow a spending plan for grant funds developed and approved by the county Emergency Management Coordinator and county Health Officer. Characteristic of the Task Force's coordinated approach, each county team must:

- Participate in mutual aid agreements statewide;
- Draw equipment from a unified pool purchased by the state and stored by DEP;
- Operate under the Incident Command System of the New Jersey State Police and the Division of Fire Safety;
- Participate in state-provided and other approved training; and
- Participate in regional exercises with the State Office of Emergency Management.

In 2003, the Task Force began allocating funds to "follow the hazards," focusing on the State's most likely targets for terrorism, such as critical or vulnerable facilities, and then ensuring it complemented its target hardening of these facilities with the added capacity to have a world-class HazMat team available to respond to potential incidents at those facilities.

The Task Force has also taken a similar regional approach to maximizing the capacity of the State's response to potential bombings and the use of explosives. Although the State understands it must prepare for new risks posed by chemical and biological agents, bombs and explosives remain the weapons of choice of active terrorist groups around the world. Therefore, the Task Force created a statewide and regionalized bomb-detection and bomb-response capacity, by combining the efforts of New Jersey's existing 10 bomb squads, with coordination provided by the New Jersey State Police Bomb Unit. Likewise, the Task Force moved to augment the state's cadre of bomb-detection canines, also under the coordination of the New Jersey State Police, by providing funding for an additional bomb-detection dog for the State's counties for a total of 25 new bomb-detecting canine units assigned across New Jersey. These two initiatives were supported, respectively, with \$2 million and \$1.2 million from an Office for Domestic Preparedness supplemental FFY 2003 grant.

Even when the State distributes grant monies to specific localities, the ultimate objective is to have funds used in a regional context. To this end all grants to municipalities have been coordinated through the State's 21 county Offices of Emergency Management (OEM). Each county was required to create a County Multi-Disciplinary Working Group (CWG) whose charge was to develop strategies centered on protecting — and responding to potential incidents at — sites where threats or hazards had been identified. At a minimum, the county working group comprises the:

- County OEM Coordinator;
- County Freeholder Director/Executive Director;
- County Fiscal Officer;
- County Prosecutor;

- Representative of the County Police Chiefs Association;
- County Fire Coordinator/Fire Marshal;
- County EMS Coordinator; and
- HazMat or CBRNE (chemical, biological, radiological, nuclear and explosive) team representative.

On behalf of their respective disciplines, members of the working group approve the county's grant applications and funding distribution .

New Jersey's Urban Area Security Initiative (UASI) highlights the state's regional vision. The Urban Area Security Initiative is a federal grant program that passes funds to county and municipal governments through the State. In May 2003, DHS announced this program for federal fiscal year 2003, in which the State received \$11.89 million on behalf of the City of Newark, Essex County and the five contiguous Northeastern New Jersey counties.

Under the guidance of the Task Force, this program has taken shape as a six-county Northeastern New Jersey Urban Area Security Initiative. For a continuation of the program for federal fiscal year 2004, announced by DHS in November 2003, the Northeastern New Jersey UASI received grants totaling approximately \$32 million.

Spanning 1,164 square miles – more than 15 percent of New Jersey's total square mileage -this six-county metropolitan area has a population of 3.8 million, which is more than 44 percent of the State's total population. The area also incorporates many core elements of New Jersey's transportation infrastructure, including the George Washington Bridge, the Holland and Lincoln tunnels, the Ports of Elizabeth and Newark, the New Jersey Turnpike and Garden State Parkway, Amtrak's Northeast Corridor, Newark Penn Station and Newark Liberty International Airport. The area is also dense with chemical manufacturing plants and other critical infrastructure.

The contiguous counties involved in the UASI already share verbal and written mutual aid agreements and have, for some time, worked together on coordinated emergency response efforts. Under the Task Force's vision for a regionalized, coordinated plan for prevention and response, this federally funded initiative will formalize and enhance that process.

The intent of the UASI program is to create a sustainable national model to enhance security and overall preparedness efforts to prevent, respond to, and mitigate incidents of CBRNE terrorism. As part of the UASI grant requirements, the U.S. Department of Homeland Security requires that a comprehensive, regional planning approach be taken to address the special needs for this metropolitan area. DHS also requires that an Urban Area Working Group be established to assist in the implementation of the grant program. The Urban Area Working Group is responsible for conducting a vulnerability assessment of the initiative area, developing the strategy to address those vulnerabilities and a strategy to allocate funds to meet its defined goals and objectives.

Since August 2003, staff from the Office of the Attorney General, Division of State Police, Office of Counter-Terrorism, Department of Community Affairs - Division of Fire Safety, Department of Environmental Protection, Department of Health and Senior Services, Department of Transportation and New Jersey Transit, along with representatives from the Port Authority of New York and New Jersey and the coordinators from the six county OEMs and the City of Newark, have met regularly and developed a comprehensive assessment process (identifying threats, vulnerabilities, current capabilities, and needs), prepared a strategy document and identified budgetary needs.

New Jersey's Urban Area Security Initiative (UASI) highlights the state's regional vision.

Task Force Funding Strategy

The Urban Area Working Group's strategy for the Northeast New Jersey UASI region focuses the program's funding on prevention and response in five areas:

- Transportation assets (bridges, roadways, tunnels, air and sea ports, freight and passenger rail);
- Chemical/pharmaceutical facilities;
- "Soft target" population centers, such as shopping malls, financial centers, etc.;
- Regional water resources; and
- Hospitals.

Adding capacity for prevention and response will be accomplished by, among other things:

- Providing survivable interoperable communications capabilities among UASI response agencies;
- Target hardening critical infrastructure and vulnerable sites in the UASI region;
- Establishing an early warning system for detecting the release of specific biological and chemical agents, as well as radioactive materials; and
- Developing a regionalized capacity to respond to mass casualties in the event of an attack.

Under the Task Force's oversight, the Urban Area Working Group for the Northeastern New Jersey UASI has already identified the planning, equipment, training and exercises — and concomitant funding — needed to turn its plans into reality.

- Funding projects and programs based on assessment of risk or, in other words, by "following the hazards."

Funding projects based on risk relates both to prevention, for example, in choosing what critical infrastructure sites should undergo target hardening and the application of Best Management Practices for security, as well as to planning for the aftermath of a possible event. In terms of responding to actual events, the principle of following the hazards dovetails with the need to provide proper protection to first responders. For example, first responders stationed in the vicinity of a plant handling large quantities of chlorine would require protective equipment based on that fact. Likewise, firefighters whose jurisdictions include unusual structural or geographic features, such as bridges or tunnels, should be outfitted with the appropriate apparatus to do their jobs given those circumstances.

This was the operating principle in the Task Force's distribution of \$13.45 million of federal fiscal year 2003 supplemental grant funds to first responders. The Task Force's Subcommittee on Funding identified the state's greatest areas of risk and vulnerability and then determined to fund ways to reduce those vulnerabilities and the attendant risks for first responders. Relative risk was determined based on each county's total number of hazards, such as high-risk fire sites identified by the Department of Community Affairs' Division of Fire Safety, sites subject to the reporting requirements of the State's Toxic Catastrophe Prevention Act (TCPA) and/or the federal Superfund Amendments and Reauthorization Act (SARA), and the presence of facilities deemed by the State to be critical infrastructure.

As indicated in President Bush's Homeland Security Presidential Directive - 7 (December 17, 2003), the federal government appears to be moving toward a similar risk-based approach to protecting critical infrastructure.

Regional Radiological Protection Grant

In another example of regional coordination, in this case, a multi-state, multi-jurisdictional one, New Jersey, New York and New York City are cooperating on a \$30 million project to protect the New York-New Jersey metropolitan area against “dirty bombs” and other potential radiological terrorist threats. Funded by DHS’s Office for Domestic Preparedness out of FFY 2003 supplemental funds, this regional initiative is designed to deploy a network of fixed, mobile and handheld radiation detection devices to detect, deter and intercept such potential terrorist weapons as “improvised nuclear devices” and “radiation dispersal devices” (also known as “dirty bombs”), throughout the metropolitan region’s various transportation corridors. In addition, the initiative is designed to improve the region’s information sharing about radiological weapons as well as its capacity to respond in the event one is ever used. Backed up with an integrated communications and data system to store and share information throughout the pilot region, the ultimate goal is to weave a seamless web throughout the region that will catch terrorists before they can launch a large-scale radiological attack.

The pilot project will build on existing cooperative efforts in the region, such as New Jersey’s Urban Area Security Initiatives in the Newark and Jersey City areas, as well as on New Jersey’s existing collaborations with the Port Authority of New York and New Jersey. In addition to New Jersey’s Domestic Security Preparedness Task Force and Office of Counter-Terrorism, other participating agencies are the Port Authority of New York and New Jersey, the New York State Office of Public Security, the New York City Office of Emergency Management, and the New York Metropolitan Transportation Authority. The \$30 million grant will fund the program for two years, at which point it will be evaluated for continuation. Approximately \$7 million of these funds will be spent in New Jersey.

Guarding Against Bioterrorism – Department of Health and Senior Services

The Department of Health and Senior Services has been New Jersey’s lead agency for planning and preparing to manage the health consequences of an act of terrorism. On September 11, 2001, when more than 1,000 patients were evacuated to New Jersey hospitals, the State saw first-hand that the health consequences of terrorism were regional in scope. Since that time, it has proceeded to build statewide and regional capacity to deal with catastrophic health consequences, whether manmade or otherwise, and has relied on state and federal funds to support these efforts.

In 2003, the Department had stewardship responsibility for approximately \$41.65 million in state and federal funding for managing the health consequences of an act of terrorism or other public health emergency. Funding was made available via cooperative agreements with: the federal Centers for Disease Control and Prevention (\$23.8 million), the federal Health Resources and Services Administration (\$3.5 million), the New Jersey Domestic Security Preparedness Act (\$3.25 million), and the “Medical Emergency Disaster Preparedness for Bioterrorism” Special Purpose State Appropriation (\$11.1 million).

These funds have been used to ensure that critical capacities exist in eight key areas:

- Emergency preparedness planning, assessment and response;
- Disease surveillance epidemiology;
- Laboratory detection capabilities for biological and chemical agents;
- Emergency communications and administration of the Health Alert Network;
- Risk communications;
- Education, training, and workforce development;

*In 2003, the
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stewardship responsibility
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\$41.65 million in state
and federal funding for
managing the health
consequences of an act
of terrorism.*

Task Force Funding Strategy

- Decontamination; and
- Management of mass casualties.

In fiscal year 2003, the State directed \$16.8 million in financial and direct assistance to local and county public health and emergency management agencies. In addition, \$2.3 million was distributed to the State's 84 acute care hospitals and 15 Federally Qualified Health Centers to support acquisition of goods and services, including personal protective and decontamination equipment, employee training, and emergency planning.

One of the cornerstones of the Department's preparedness efforts is the Local Public Health Care Capacity and Infrastructure Grant Program. This is a conduit for the Department to provide approximately \$12 million in financial and direct assistance to 22 lead public health agencies who are part of the Local Information Network and Communications System (LINCS.) As a direct result, the local public health workforce has been expanded by approximately 110 professionals, including epidemiologists, health educators, risk communicators and, for the first time, state-employed Emergency Planners/Coordinators who will be detailed to each of the 22 LINCS agencies. This represents a strategic approach to improved disaster planning and response founded on having state personnel work directly with regional and county public health teams.

The Department also implemented a supplemental grant program for county health departments to support their continuing development/expansion of their hazardous materials (HazMat) response capability, competency, and capacity. The grants provide funding in the amount of \$150,000 to each county. The funding is being used to purchase specific, standardized equipment needed to provide a countywide response to events involving chemical, biological, radiological, and/or nuclear agents. Each county was required to submit an application, through its health department, describing its equipment request and justification. A separate but related grant program was also initiated that provided for the purchase by each county of specified "all hazards" decontamination equipment, including a transportation trailer and storage shelter. Partnering with their respective health care systems, each county, through a cost reimbursement process, was allotted up to \$75,000 for the specified equipment and supplies. Through this program, a network of decontamination capabilities will be established that can respond regionally, or be deployed to any area of the State, in response to large-scale events.

In September 2003, the Department learned that it will receive nearly \$41 million in additional federal funding from the CDC and HRSA to further support its key bioterror protection and disease surveillance initiatives. The new funding will be used to:

- Continue to fund 22 LINCS agencies, which are the State's lead public health organizations, and continue funding public health positions including epidemiologists, health educators, risk communicators, information specialists and state-employed emergency planners/coordinators.
- Add to each of the 22 LINCS teams a public health nurse and a community coordinator to engage and coordinate local public health services, health care programs and corporate assets in a region.
- Increase the State's ability to handle potentially large numbers of mass casualties through the formation of regional medical coordination centers and mobile burn care services.
- Conduct and participate in training exercises throughout the state in coordination with the Domestic Security Preparedness Planning Group, the New Jersey State Police Office of Emergency Management (OEM) and other public health and health-care related partners to continuously test and examine our readiness and make necessary improvements.

- Expand the capacity of New Jersey's Public Health Laboratory to test for biological and chemical agents of terrorism with a focus on food and water biosafety.
- Develop a statewide communications plan to disseminate public health information to the general public and targeted groups such as non-English speaking populations.
- Continue to develop education and training programs for a wide range of public health professionals including emergency responders, emergency medical services, police, fire and emergency physicians and nurses.
- Buy equipment, pharmaceuticals, and medical supplies to give the state an independent stockpile for the first crucial hours of a public health emergency.
- Purchase chemical and radiological detection equipment for use at trauma centers in support of decontamination efforts and for training.
- Enhance the secure, Web-based Communicable Disease Reporting System for real-time and thorough reporting of specific diseases from laboratories, hospitals and physicians.

Conclusion

As the common catchphrase puts it, if you want to get to the bottom of something, you should “follow the money.” If you follow the money in discerning how the Domestic Security Preparedness Task Force used federal grants and other funds to maximize domestic security and preparedness for New Jerseyans, you find that the Task Force ultimately developed a multi-tiered regional strategy, with built-in redundancies and backups, designed to ensure that scarce resources are expended to protect the state's most critical and potentially vulnerable facilities and the citizens who live and work nearby, as well as to protect all critical facilities and all New Jerseyans.

Furthermore, the Task Force's strategy recognizes that, if prevention were to fail, monies must be expended to ensure that first responders — law enforcement officers, firefighters, hazardous materials teams and emergency medical services personnel who would have to deal with the after-effects of a terrorist incident — must have the proper equipment to protect themselves and remediate a potential biological, chemical or explosive incident, thereby protecting the public at large. In short, the money “follows the hazards.”

The Task Force ultimately developed a regional strategy to ensure that scarce resources are expended to protect the state's most critical and potentially vulnerable facilities and the citizens who live and work nearby.

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III. Office of Counter-Terrorism

Less than two weeks after taking office, Governor McGreevey established the New Jersey Office of Counter-Terrorism by Executive Order to complement the Domestic Security Preparedness Task Force and provide New Jersey with an agency to administer and lead the state's counter-terrorism efforts. Governor McGreevey set the Office's mission as "identifying, detecting and deterring terrorist activity" by focusing on intelligence gathering and analysis, investigations, training and helping to protect critical infrastructure.

Unlike the great majority of state-level agencies across the country involved in homeland security activities, the Office of Counter-Terrorism has law enforcement powers and conducts its own investigations. These law enforcement powers derive from the fact that the Office, like the Task Force, is within the Office of the Attorney General, the state's chief law enforcement officer.

The Office of Counter-Terrorism's major accomplishments in 2003 fall into four main categories: Information Sharing and Outreach; Training Initiatives; Investigative/Intelligence Operations; and Infrastructure Protection and Continuity of Operations-Related Initiatives. These accomplishments include:

Information Sharing/Outreach

- Activating an Office of Counter-Terrorism toll-free tip line, 1-866-4-SAFE-NJ (1-866-472-3365) to encourage the public to report suspicious activity that may be terrorist-related. During the elevation of the Homeland Security Alert System to level orange at the end of 2003, the Tip Line number was prominently displayed on major highways and roadways throughout the state on the Department of Transportation's variable message boards.
- Creating two secure Web sites through the New Jersey State portal site:
 - A secure, password accessible Critical Infrastructure Web site, containing sector-specific portals for each critical infrastructure sector.
 - A secure, password accessible Law enforcement Web site, containing law enforcement sensitive bulletins and alerts.
- Implementing a database for the Counter-Terrorism "Communicator!" alert system for notifications of important advisories and threat information. The system is set up to notify all OCT Staff, OCT county coordinators, critical infrastructure sector representatives, OCT Law Enforcement Advisory Committee and senior New Jersey governmental officials. Mayors are currently being incorporated into the system.
- Implementing a Statewide Information Management System (SIMS) to facilitate the process for county and local police to report leads regarding potential terrorist activities. The reporting process allows for consistent tracking and documentation of leads, streamlines the reporting of leads to the Office Counter-Terrorism and the FBI's Joint Terrorism Task Forces. SIMS also serves as a repository and analytical tool for intelligence data. Staff from all 21 County Prosecutors' Offices have been trained on the full client version of the system.

Training Initiatives

- Designing and delivering two Basic Counter-Terrorism Intelligence Awareness Training Courses in 2003 for law enforcement personnel (305 people trained from 92 agencies). To date, a total of eight Basic Courses have been held that have trained 1,200 law enforcement officers.

Office of Counter-Terrorism

- Designing and delivering four Train-the-Trainer workshops for Law Enforcement Trainers. Approximately 118 trainers were provided with the content and skills to return to departments across the State to train other officers. These Train-the-Trainer workshops have resulted in more than 1,600 additional law enforcement personnel being trained by these law enforcement trainers.
- Developing and presenting an advanced one-day International Terrorism Symposium attended by more than 500 law enforcement and government officials.
- Developing Counter-Terrorism Performance Objectives and Lesson Plans.
- Participating in an E-learning counter-terrorism training project in conjunction with the New Jersey State Police and the New Jersey Institute of Technology. Delivered and modified the Train-the-Trainer workshop which served as the model for the content of this program.
- Providing terrorism training through the efforts of various OCT staff to an additional 2,000 individuals from the following New Jersey entities: Division of Criminal Justice, New Jersey Association of Chiefs of Police, County Jail Wardens, New Jersey State League of Municipalities, 21 County Offices of Emergency Management, 21 County Police Academies, Annual Maritime Shipping and Security Conference, Mayors, Critical Infrastructure Councils, private corporations, Red Cross, New Jersey State Police, Fairleigh Dickinson University, Raritan Valley Community College.

Investigative/Intelligence Operations

- Reviewing and processing more than 2,300 investigative leads into the SIMS/Memex intelligence system that were provided by federal, state, county and municipal agencies, as well as the general public through the toll-free counter-terrorism tip line (866-4-SAFE-NJ).
- Coordinating investigative efforts among federal, state, county and municipal law enforcement agencies.
- Participating in state and federal command posts during elevated alert periods.

Infrastructure Protection and Continuity of Operations-Related Initiatives

- Coordinating the development and drafting of Homeland Security Advisory System (HSAS) response measures for all state departments and agencies. These measures indicate what steps and procedures each agency will take to correspond to changes in the HSAS threat matrix. This means that each agency has prescribed protocols to respond when, for example, the alert level increases from “Yellow” to “Orange,” as it did four times in 2003.
- Coordinating development of baseline cyber-security Best Practices.
- Serving on the Steering Committee for the regional (New York/New Jersey) deployment of “Defense in Depth,” a federally funded pilot initiative to deploy a network of radiation detection devices to detect, deter and intercept radiological devices, such as improvised nuclear devices, across numerous transportation modes. This initiative is a partnership among the Office of Counter-Terrorism, the Domestic Security Preparedness Task Force, the Port Authority of New York and New Jersey, the New York State Office of Public Security, the New York City Office of Emergency Management, and the New York Metropolitan Transportation Authority.

- Coordinating and implementing distribution of radiation pagers to state law enforcement officers.
- Coordinating implementation of buffer zone protection plans, in conjunction with Department of Homeland Security, for a number of high-risk chemical facilities.
- Hosting the State's first buffer-zone protection plan tabletop exercise with Department of Homeland Security (DHS).
- Compiling a comprehensive statewide inventory of New Jersey's key assets (as a complement to the sites already designated as critical infrastructure by the Domestic Security Preparedness Task Force).
- Implementing, with Domestic Security Preparedness Task Force staff, the Office for Domestic Preparedness's State Homeland Security Assessment Strategy, a threat and vulnerability assessment of the state's 21 counties.
- Preparing, coordinating and implementing plans for Newark Liberty International Airport to help protect it from the threat of surface-to-air missiles.
- Identifying areas of potential threat and selected critical infrastructure sites to be protected 24 hours a day, seven days a week by special personnel deployments during Operation Liberty Shield at the start of the war with Iraq and during the elevation to "Orange" alert status in December 2003.
- Inspecting, in conjunction with the State Department of Transportation, a representative sample of New Jersey's general aviation airports to determine compliance with Governor McGreevey's and the Task Force's order to double-lock aircraft.

Office of Counter-Terrorism

The Office of Counter-Terrorism's priorities for 2004 include:

- Deploying of the "Defense in Depth" pilot regional radiation detection and response systems across multiple modes of transportation (air, rail, highway, water) in conjunction with regional partners.
- Completing the rollout of the Statewide Intelligence Management System (SIMS), including providing access to all county and local police departments throughout the state of New Jersey, replacing all paper "hard copy" reporting of leads with instant electronic reporting, and implementing an accountable and efficient procedure for the reporting of terrorist-related leads.
- Overseeing the development, coordination, and delivery of one International Terrorism Symposium, three Basic Counter-Terrorism Intelligence and Awareness Seminars, three Train-the-Trainer Workshops, Two Suicide Bombing Awareness Workshops, four pilot project workshops on the Behavioral Assessment Screening System (BASS), and any and all training initiatives deployed in New Jersey by the Department of Homeland Security, for example, Buffer Zone Protection Plan Workshops and Soft Target Training Initiatives.
- Enhancing the Critical Asset Tracking System (CATS) to be used as a statewide database capturing all pertinent information in relation to critical infrastructure within the State of New Jersey — to include best practices, buffer zone protection plans, as well as pertinent contact information on sites and individuals.
- Obtaining a Secure Compartmentalized Information Facility (SCIF) to enhance OCT's intelligence gathering and analytical abilities.
- Coordinating and completing the Buffer Zone Protection Plans mandated by the Department of Homeland Security for designated critical infrastructure sites in New Jersey.
- Enhancing OCT's counter-terrorism investigatory capabilities by augmenting the investigative and analytical unit.

IV. Dept. of Health and Senior Services

The New Jersey Department of Health and Senior Services (DHSS) is primarily responsible for mitigating the public health consequences caused by acts of terrorism. To this end, DHSS, through a regional approach to planning and coordination, has expanded the capacity of the State's healthcare and public health systems to more effectively detect and respond to such events. The Department is also the primary liaison to a number of private sector members of the Infrastructure Advisory Committee, including the healthcare and food sectors.

DHSS's noteworthy Task Force and homeland-security-related activities and accomplishments in 2003 include:

- **Strategy and Planning:** In late 2002, the Department submitted to the Task Force its Terrorism and Public Health Emergency Preparedness and Response Plan. The plan provides a blueprint for strategic planning, tactical operations, and operating procedures governing the public health response to acts of terrorism and other public health emergencies. Areas covered include Command and Control; Incident Detection; Surveillance; Safety and Security; Hospital and Health Care Workforce Response Activation; the Emergency Medical Services System; Logistics; and Mass Fatalities Management. The Plan is a work in progress to be modified and updated as needed in response to changing threats, emerging vulnerabilities, and other factors. The plan synthesizes the findings and recommendations of the Medical Emergency and Disaster Prevention and Response Expert Panel (MEDPREP), a multidisciplinary panel of experts in medicine, nursing, pharmacy, emergency medical services, public health and health care, convened by then-Governor-elect McGreevey in November 2001.
- **The Rapid Response On Call Team:** On the basis of a recommendation in the Preparedness and Response Plan, the Department created a Rapid Response On Call Team made up of leading infectious disease physicians from around the State. This On Call Team is designed to assist in the rapid diagnosis of illness that may be associated with acts of terrorism or novel, naturally occurring events. To date, 25 practicing physicians have volunteered to serve as part of the team, and a rotating duty roster has been established. Efforts are under way to expand this cadre of medical experts and develop an agreement between the Department and these consultants to formalize the service.
- **The MEDPREP Terrorism Preparedness Advisory Committee:** Also in late 2002, the Department merged the MEDPREP group with a standing bioterrorism advisory committee to form the MEDPREP Terrorism Preparedness Advisory Committee. This Committee represents all levels of government and all sectors of health care, and includes approximately 150 of the State's leading experts in medicine, public health, law enforcement, and emergency management. The Committee provides advice and expertise that aids the Department in meeting its preparedness and response goals. The Committee meets every two to three months, and has already made a number of significant contributions. For example, it played a role in developing the Department's Smallpox Preparedness and Response Plan.
- **Creation of the Division of Health Emergency Preparedness and Response:** To better provide strategic and operational leadership and direction, as well as to provide critical services, the Department in December 2003, completed a major realignment of programs. The Department created a new Division of Health Emergency Preparedness and Response that is responsible for the central coordination, oversight and accountability for all Department-wide terrorism and other public health emergency preparedness and response activities. The new division comprises three main program areas: the Office of Public Health Preparedness; the Office of Emergency Health Care Services; and the Office of Health Emergency Plans and Operations.

Dept. of Health and Senior Services

- **Funding:** In federal fiscal year 2003, the Department had stewardship responsibility for a total of approximately \$41.65 million in state and federal funding obtained to help manage the consequences of an act of terrorism or other public health emergency. These funds have been used to ensure that critical capacities exist – at both the state and local levels – in the areas of emergency preparedness planning, assessment and response; epidemiology and disease surveillance; biological and chemical agent laboratory detection; emergency communications and administration of the Health Alert Network; risk communications; education, training, and workforce development; decontamination; and mass casualty management. (See Chapter II on funding for more detail.)
- **Smallpox Preparedness Vaccination Plan:** The Department developed a Smallpox Preparedness Vaccination Plan that addressed preparedness for, and response to, an outbreak of smallpox. New Jersey's plan focused on the creation and voluntary vaccination of public health response teams (PHRTs) and hospital-based health care (HHCRTs) response teams who would conduct the initial investigation and/or provide patient care for a suspected or confirmed case of smallpox in New Jersey. Educational sessions were held for health educators, representatives with the New Jersey Hospitals Association, hospital infection control professionals, and staff representing hospital emergency and occupational health departments. The Department, in collaboration with local health departments, set up seven regional vaccination sites, a Web-based vaccination tracking and monitoring system, and a surveillance system for adverse events following vaccination. From January 2003 to July 2003, nearly 700 volunteers were vaccinated at 23 clinics around the State. Of the volunteers vaccinated, 518 were PHRT members and 153 were HHCRT members representing 53 hospitals. While there were nine reports of vaccination-related adverse events, there were no hospitalizations. None of the adverse events was considered life-threatening. Future efforts will focus on assembling regional response teams of those vaccinated, conducting "maintenance" vaccination clinics to sustain an appropriate number of volunteers for the PHRTs and HHCRTs, exercising the plan, improving storage security for the vaccine provided by CDC to the State, and expanding planning efforts to address large-scale response needs should a case of smallpox be diagnosed.
- **The Strategic National Stockpile:** New Jersey has made great strides during the past year in doing the planning necessary to receive and manage assets from the Strategic National Stockpile (SNS). Originally known as the National Pharmaceutical Stockpile Program, the SNS was created in 1999. Its mission is to provide large quantities of essential medical items in a timely fashion to states and communities during an emergency. The Department developed a draft plan that will be an appendix to the State's Emergency Operations Plan. The plan outlines a protocol for the quick recognition of an emergency requiring the State to have access to all or part of the SNS package. It also established formal procedures for requesting, accepting, securing, delivering and accounting for the use of drugs and ancillary medical supplies provided through the SNS. The CDC and Department of Homeland Security have accepted New Jersey's plan, and work is under way to formalize contracts with private and public partners, including participants in the New Jersey Business Force/Business Executives for National Security (BENS). To date, 422 potential sites have been identified as locations for immunization and for the dispensing of medication. In addition, the necessary training and exercising has begun, including a tabletop exercise held in June 2003. A full-time SNS Coordinator started with the Department in April 2003, allowing for more focused and aggressive program development. As a result, New Jersey's SNS "Readiness Rating" was raised from Amber to Amber Plus during an August 7, 2003 CDC evaluation (the scale is coded red, amber, and green). During the upcoming

year, efforts will be undertaken to develop a state-based stockpile to address the immediate needs of the State while the SNS is being deployed. In developing the stockpile, particular emphasis will be placed on chemical terrorism agent antidotes.

- **Potassium Iodide Distribution:** The State of New Jersey has made available potassium iodide (KI) to interested persons who live, work or go to school within the 10-mile Emergency Planning Zones (EPZ) of the nuclear generating stations in New Jersey. If taken in a timely manner, potassium iodide blocks uptake by the thyroid gland of radioactive iodine during an uncontrolled release of radioactive material from a nuclear power plant. In the event of a release of radioactivity, the New Jersey Radiological Emergency Response Plan calls for primary protective actions of evacuation or sheltering for those persons susceptible to exposure within the 10 mile EPZ. As a supplemental protective action, the plan calls for distribution of a one-day supply (one tablet) of KI to all interested residents and workers in Ocean, Cumberland, and Salem Counties within 10 miles of the State's nuclear power plants. Of the original 722,000 doses of KI requested by the Commissioner of Health and Senior Services provided by the federal Nuclear Regulatory Commission in April 2002, more than 75,000 tablets have been distributed. This was done in conjunction with regional public education sessions. Supplies of KI are also stockpiled at the 50 schools located within the two, 10-mile EPZs, enough for every child and faculty member, along with redundant supplies at pre-determined evacuation sites. Caches of KI have also been strategically placed throughout the regions for distribution at reception centers should mass evacuation be necessary. A reserve supply is also stored in a secure and central location. Public education and KI distribution programs will continue into 2004, with assistance from the Ocean, Salem and Cumberland County Health Departments and Offices of Emergency Management.
- **The Pathogen Security Work Group:** Recognizing the potential for terroristic acts of theft and diversion of pathogen-containing materials used in research and for medical purposes, the Commissioner of Health and Senior Services convened 22 experts, known as the Pathogen Security Work Group, to do a "gap analysis" regarding current storage practices for pathogenic biological agents. First convened in August 2002 under the auspices of the Task Force, the Work Group has focused on the adequacy of the current regulatory scheme, as well as industry practices governing the legitimate storage, transporting and handling of pathogenic biological agents. Among other things, the Work Group was charged with issuing a set of recommendations to strengthen control of these potentially harmful materials within the borders of the State. In June 2003, the Work Group's findings and recommendations were submitted to the Task Force and accepted. The Work Group report contains seven recommendations for strengthening and improving control of pathogen-containing materials including:
 - Supporting the passage of legislation (S-1225/A-1968) that would establish a Biological Agent Registry for the State of New Jersey.
 - Petitioning the U.S. Department of Transportation to consider creating national standards or, in the alternative, allowing New Jersey to implement a formal, integrated system to track the movement of all materials of concern within New Jersey boundaries with the Division of State Police being the single contact.
 - Developing an educational primer and training program to help regulated industries comply with existing federal and state requirements for handling, storing and transporting biological agents.
 - Expanding and improving the training and course materials available to first responders for dealing with pathogens.

The Department developed a Smallpox Preparedness Vaccination Plan that addressed preparedness for, and response to, an outbreak of smallpox.

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- Seeking possible amendment of the State's regulated medical waste laws to provide broader authority in the management of pathogen-contaminated waste materials due to an act of terrorism.
 - Expanding the development of Best Practices for the relevant infrastructure sectors to adequately address security during the transport of pathogens.
 - Officially designating the Pathogen Security Work Group as a standing body under the auspices of the New Jersey Domestic Security Preparedness Task Force's Planning Group.
- Improved Communications: The Department has made significant progress in improving communications capabilities:
- The Hospital Emergency Radio Network (HERN) is fully functional and connects the 84 acute care hospitals, three level-one trauma communications centers, six Mobile Intensive Care Unit dispatch centers, the State Police Emergency Operations Center, the Department of Military and Veterans Affairs, the two Veterans' Administration hospitals, and the key Department operations centers on a singular 800 megahertz (MHZ) radio system. This system was the first in the nation to tie together the health care community in such a fashion. Testing (radio checks) occurs on a daily basis and during exercises and real events throughout the year. An upgrade of the system from analog to digital 800 is in progress. Once the upgrade is completed, the system will be expanded to include the 22 LINCS public health agencies, the neighboring states of New York, Pennsylvania and Delaware, and possibly the cities of New York and Philadelphia.
 - The Health Alert Network, a Web-based system that allows for the dissemination of alerts, bulletins, updates, and educational materials, continues to expand with approximately 30,000 individuals registered at the local level to receive materials. This year, the system was upgraded to include "The Communicator!", a reverse 9-1-1 like feature that contacts individuals in an emergency).
 - In partnership with New Jersey Network (NJN), the Department also launched a digital data-casting pilot project in 2003 that allows for the transmission to targeted recipients of encrypted data including video, audio, text, graphics and other files through NJN's secure digital broadcast infrastructure. In the year ahead, the Department and NJN will conduct a demonstration program of data-casting with the expectation that it can eventually be deployed as one of several methods for transmitting critical information in a secure, reliable, and real-time manner.
 - The Department, in partnership with UMDNJ, is developing a comprehensive bio-defense information management and risk communications system called INFORM. INFORM is intended to educate the public, front-line responders and medical professionals. It is a Web-based system that will include breaking alerts, frequently asked questions, news and educational tools.
- Fumigation of the United States Postal Service Trenton/Hamilton Mail Processing and Distribution Center: The Trenton/Hamilton facility was the main mail processing center that handled four letters containing weapons-grade anthrax spores two years ago. As a result, the facility was contaminated extensively and was closed on October 18, 2001. The facility was to remain closed until such time as clean-up and decontamination were successfully accomplished. The Department of Health and Senior Services played an integral role as part of a multi-agency effort (that also included the

State Department of Environmental Protection and the State Office of Emergency Management) to determine the most effective means for cleaning and decontaminating the facility and, subsequently, for determining how best to establish suitability for re-occupancy. The Department's State Epidemiologist/Senior Assistant Commissioner chaired the Environmental Clearance Committee, a group of leading public health, industrial hygiene and environmental protection experts charged with evaluating remedial activities and post-fumigation data and with providing a recommendation on re-occupancy to the United States Postal Service (USPS). In support of this project, the Department's Public Health Laboratory analyzed more than 4,700 samples taken in the building after it was fumigated with chlorine dioxide on October 24 and 25, 2003. After careful review, it was determined that the fumigation was successful because no residual viable anthrax spores were detected in samples taken from the building. Therefore, postal workers and the public can safely enter the facility. The USPS is in the process of refurbishing the facility with re-occupancy targeted for the end of 2004.

DHSS's Priorities for 2004 include:

■ Upgrading Laboratory Capacity

The Department will continue to invest considerable resources in improving and expanding public health laboratory services needed for the rapid diagnosis of human illness possibly linked to acts of terrorism. This year represents a crossroads whereby priority will be given to improving the quality, as well as the availability, of laboratory facilities needed to accommodate increased testing activity, and to ensure the safety and protection of the laboratory workers and the laboratory's host community. The Department's master plan contains both short-term and long-term solutions to replace the current 40-year-old laboratory. After several years of extensive study, the Departments of Health and Senior Services and Agriculture, in partnership with the New Jersey Building Authority, have presented for the Governor's consideration a detailed proposal for a new, state-of-the-art Public Health, Environmental and Agriculture Laboratory facility. The facility would span 275,000 gross square feet, and would be built on the grounds of the Division of State Police Headquarters in West Trenton at an estimated cost of \$139 million. With the concurrence of the Governor and the Capital Planning Commission, the Building Authority and the Department are now moving forward with formal design and funding authorization, with a three-to-five-year project window. With final approval from the full Legislature anticipated in spring 2004, the Department is looking forward to having New Jersey join with approximately 27 other states that are addressing preparedness-related infrastructure needs through major laboratory projects.

At the same time, the Department has also been pursuing shorter-term remedies, including purchase and installation of a modular 3,000-square-foot Biosafety Level 3 containment laboratory next to the existing laboratory building. Another strategy involves taking over and retrofitting the State Police Laboratory at Sierra Park, Ewing Township, for use as a satellite laboratory. Once the State Police Laboratory moves to its new quarters in Hamilton Township, the Department will upgrade the Sierra Park site and relocate its Environmental Chemistry Unit there from the main laboratory. This will allow for the expansion of testing for chemical terrorism agents at the Sierra Park site, and will provide needed space relief for biological agent testing and specimen handling in the main Public Health and Environmental Laboratory building. According to the current project timeline, this satellite laboratory could be operational by summer 2004.

■ Enhancing "Surge Capacity"

The ability of New Jersey's health care system to handle mass casualties is critical to preparation for, and response to, an act of terrorism or other disaster. This so-called "surge

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capacity” is achieved through the addition of new resources and the modification or reallocation of existing ones. While developing surge capacity ultimately involves all levels of the public health and health care sectors, the Department’s chief organizational focus involves regions of the State. As a result, the Department will be establishing a Medical Coordinator Center (MCC) in each of five designated regions. These MCCs are responsible for coordinating all relevant medical response issues, both administratively and operationally, in support of state preparedness and response directives. The Department expects development of full capability of the MCCs during calendar year 2005. Planning and preparedness efforts related to surge capacity will focus on statewide burn and trauma response, and the stockpiling of essential pharmaceuticals and medical equipment.

■ Additional and Expanded Exercising

A key element in ensuring the desired state of readiness is that of performing preparedness drills and exercises. As part of the Department’s overall training and exercising strategy, the following will be accomplished:

- A series of tabletop exercises for senior state executives to exercise New Jersey’s Smallpox Plan, as well as other terrorism events that will be designed to challenge the ability of municipal, county, state and federal entities to effectively respond to a communicable disease event.
- The testing of acute care hospital systems, county Offices of Emergency Management and local public health agencies through a series of tabletop, functional, and full-scale exercises focused on isolation, quarantine, surge capacity, mass casualty management, patient tracking, and decontamination.
- Department participation in exercises throughout the State to test school plans, evacuation and in-place sheltering procedures, risk communications, etc.

■ Enhancing health emergency powers

Working closely with the Attorney General’s Office, the Department is assessing a recently-completed “gap analysis” of the Department’s existing health emergency powers using as a benchmark for comparison a model act recently developed by Georgetown and Johns Hopkins Universities.

The Department has also completed a scan of recent legislative actions across the country related to improving and strengthening the emergency powers of the nation’s public health departments. These research activities were conducted for the purpose of drafting legislation aimed at providing needed powers — powers either lacking or considered ambiguous under existing law — for the Commissioner to effectively manage public health emergencies resulting from acts of terrorism, through such means as isolation and quarantine.

V. Division of State Police/ NJ Office of Emergency Management

In 1988, a New Jersey State Trooper arrested a Japanese Red Army terrorist driving with explosives on the New Jersey Turnpike. This was an early sign that New Jersey, as a “corridor” state with easy access to New York City and Philadelphia, could be a preferred location for terrorist planning or staging activities. It was also an early sign that the New Jersey State Police would be on the front lines of the fight against terrorism. Both these suppositions were borne out, unfortunately, in the first attack on the World Trade Center in 1993. Law Enforcement agencies, spearheaded by the State Police and the Federal Bureau of Investigation’s (FBI’s) Newark Field Office, formed one of the nation’s first Joint Terrorism Task Forces (JTTFs) to coordinate intelligence and investigatory resources. State Police also played a key rescue and response role in the aftermath of the September 11, 2001 attacks on the World Trade Center, as well as a key investigative role with the FBI following the attacks.

The State Office of Emergency Management (OEM), housed in the Division of State Police, also can trace a history with terrorism, beginning its involvement with terrorism preparedness in the aftermath of the 1995 Oklahoma City bombing. After this tragedy, the New Jersey OEM refocused themselves on planning and preparation for terrorist events. In 1999, the State OEM took the lead in the newly formed Domestic Preparedness Planning and Coordinating Group, a group that began planning to prevent and respond to potential terrorist attacks and was ultimately incorporated within the Domestic Security Preparedness Task Force in 2001.

The State Office of Emergency Management’s mission is to reduce the loss of life and property associated with man-made or natural catastrophes. This is accomplished through comprehensive, risk-based emergency management plans that address mitigation, preparedness, response and recovery.

Ultimately, the Division of State Police is intrinsically involved in all aspects of preparedness, prevention, and response. Along with the State Office of Counter-Terrorism, the Division of State Police serves as the lead statewide law enforcement agency in addressing homeland security concerns. The commitment and deployment of State Police resources during 2003 were significant, with the various responsibilities within the auspices of the State Police, including the Office of Emergency Management, a large statewide uniformed presence, investigative and intelligence investigators, and various technical support experts.

The New Jersey State Police’s Task Force and homeland-security-related accomplishments in 2003 include:

- Beginning implementation of Operation Safe Passage, a major multi-faceted and coordinated effort to combat Drug Trafficking, Organized Crime and Domestic Terror in New Jersey. The operation employs partnerships among State Departments and federal agencies and incorporates eight sub-elements to address a broad spectrum of threats to cyber systems, freight movement, corporate structure, schools, neighborhoods and entire cities.
- Coordinating, through the State Police Bomb Squad, the statewide “Render Safe” initiative designed to improve the ability of the State’s nine additional bomb squads to work cooperatively and regionally, and to maximize the State’s ability to respond to bomb threats or attacks.
- Coordinating, through the State Police Canine Unit, the training of explosives-detecting canines purchased for the counties to provide statewide and cooperative coverage to detect explosives before they are detonated and to work with the regional bomb squads.
- Responding to heightened levels of alert dictated by the Homeland Security Alert System (HSAS) and/or threat assessments provided by the New Jersey Office of Counter-Terrorism by:

Division of State Police/ NJ Office of Emergency Management

- Deploying significant numbers of troopers per shift during heightened alerts to specific critical infrastructure sites throughout the State.
 - Providing high visibility presence during heightened alerts at tunnels, bridges, and airports, in conjunction with the Port Authority of New York/New Jersey Police and the New Jersey National Guard.
 - Increasing marine patrol presence during heightened alerts at critical infrastructure sites, e.g., oil/chemical facilities, bridges, tunnels, power plants, national monuments, etc.
 - Providing marine patrol escorts for various petrochemical vessels, United States Navy munitions ships, and cruise line vessels.
 - Participating in a coordinated aviation infrastructure over flight program with the National Guard and Port Authority of New York/New Jersey Police Department, over bridges, waterways, and other critical sites.
 - Initiating coordinated explosive detection sweeps that utilized bomb technicians and canine assets at bridges, tunnels, and airports.
 - Deploying canine patrols and assisting Port Authority of NY/NJ and State Police personnel in bomb sweeps of trucks at Hudson River crossings.
 - Responding to State Police station personnel requesting sweeps of abandoned, disabled or suspicious vehicles on the highway.
 - Deploying sizable numbers of uniformed troopers in “Operation New Year” for New Year’s Eve/Day at 28 strategic locations throughout the State, including a large number of troopers assigned to ride the subways and railroad lines in partnership with New Jersey Transit officers.
 - Deploying a uniformed patrol presence at Newark International Airport during elevated alerts, ensuring that the parking areas and garages, tower, and fuel storage facilities were protected 24 hours per day.
- Coordinating security efforts at the State’s nuclear generating stations by:
 - Developing and deploying, in collaboration with the New Jersey National Guard, “Operation Barren Sentry,” a state-of-the-art perimeter security system for the Oyster Creek Nuclear Power Plant.
 - Coordinating terrorism security meetings at the Oyster Creek Nuclear Generating Station.
 - Coordinating and providing instruction for approximately 1,400 personnel in several courses associated with the Salem/Hope Creek Nuclear Generating Station, e.g., Emergency Worker Decontamination, Radiological Monitoring, Emergency Operations Center Training, etc.
 - Participating, with the Task Force’s Funding Subcommittee, in the development of a state-level strategy for the coordination, prioritization and distribution of a series of federal Homeland Security Grants from the U.S. Department of Homeland Security and its component agencies, including the Federal Emergency Management Agency and other organizations designed to train, equip and strengthen law enforcement, hazardous materials response, emergency planning and first responders in the war on terrorism.

- Providing technical and administrative support, along with Domestic Security Preparedness Task Force staff, for the Urban Area Security Initiative (UASI) grants.

The State Office of Emergency Management's Task Force and homeland-security-related accomplishments in 2003 include:

- Organizing, refining and deploying an advanced, multi-dimensional State Police Field Operations Command Post at Caven Point to support operations dictated by national threat level increases. This facility greatly enhanced collaboration among key law enforcement agencies in the New York/New Jersey Metropolitan area, including the New York and New Jersey State Police, New York City Police, Port Authority Police, the Federal Bureau of Investigation and the United States Coast Guard. The facility was activated on three occasions during 2003. In December 2003, in concert with the increase to HSAS level Orange, the Command Post relocated to the National Guard Armory in West Orange, a much larger and more centrally located facility.
- Executing the Domestic Security Preparedness Task Force's vision for creating a multi-agency Domestic Security Exercise Support Team. The Exercise Support team is chaired by the Office of Emergency Management and includes representation from OEM, the New Jersey National Guard and the Division of Fire Safety. This unit will provide much-needed consolidation, coordination and centralization of efforts to design, sponsor or participate in tabletop, functional or full-scale exercises by state departments, county and local governments, schools, hospitals, public utilities and the private sector.
- Undertaking activities in support of the Citizen Corps, President Bush's national initiative by:
 - Forming a State-level Citizens Corps Council composed of influential local officials and private sector representatives.
 - Forming local Citizen Corps Councils; by the end of 2003, New Jersey was home to 115 Citizen Corps Councils, the most of any state in the nation.
 - Organizing a State structure for establishing viable Community Emergency Response Team (CERT) organizations that will supplement the efforts of elected officials and first responders in a local emergency. The program employs county-level teams assisted by State OEM Emergency Management Bureau enlisted personnel. OEM is providing training, equipment and funding in support of this initiative.
 - Overseeing, by the end of 2003, 42 CERT teams formed throughout the state, comprising almost 1,000 trained citizens.
- Organizing and deploying a special support package to assist the New Jersey Department of Health and Senior Services in the execution of Phase I of the New Jersey Smallpox Inoculation Program, which immunized nearly 700 hospital staffers and emergency management personnel statewide.
- Creating a master electronic database of State capabilities to include personnel, special teams, equipment, materials, services and private sector resources. This database will support the State requirements to either share or request these assets as a statutory member of the Emergency Management Assistance Compact (EMAC), a national mutual aid pact sanctioned by the Council of State Governments and the National Governors Association, and endorsed by the Federal Emergency Management Agency and the Department of Homeland Security. The private-sector New Jersey Business Force/Business Executives for National Security is assisting in this effort.

The Exercise Support team is chaired by the Office of Emergency Management and includes representation from OEM, the New Jersey National Guard and the Division of Fire Safety.

Division of State Police/ NJ Office of Emergency Management

- Producing and distributing, in coordination with the Task Force and the Attorney General's Communications Office, a series of public service pamphlets to educate the citizens of New Jersey on the measures being taken to ensure public safety in light of the threat of domestic terrorism and to offer suggestions to them for individual preparedness. The documents include A Family Preparedness Guide and the newspaper supplement Plain Talk on Terrorism Preparedness. The latter publication was distributed statewide as a Sunday supplement with approximately two million New Jersey newspapers.
- Implementing a "Rapid Response Dispatch Team" to expeditiously establish a forward command post fully retrofitted with communication and dispatching capabilities.
- Providing support to county and municipal emergency management agencies by:
 - Coordinating the review and approval processing of 43 Emergency Operations Plans (EOPs) for county and municipal emergency management agencies.
 - Providing assistance to 39 municipal agencies in developing their respective Emergency Operational Plans (EOPs).
 - Providing guidance and assistance to local agencies in the development of Weapons of Mass Destruction Appendices within their respective plans.
 - Providing assistance and ultimate approval for 219 municipal and county exercises.
- Providing response from the Hazardous Materials Response Unit to 109 incidents that required the securing of a safe perimeter, obtaining and collecting physical evidence, as well as identifying witnesses and conducting follow-up interviews.
- Coordinating and conducting training for 679 courses for more than 14,000 personnel.
- Coordinating the training and administrative components of New Jersey's Urban Search and Rescue Team (Task Force 1).
- Conducting 765 non-air ambulance aviation missions, including flyovers of the state's critical infrastructure, surveillance, and photography flights.
- Beginning deployment of the latest communication upgrades for radio interoperability, completing the changing of approximately 10,000 radios from Type I to Type II signaling.
- Completing the design and installation of the Jersey City telecommunications tower site, the second of three tower replacements required to replace the World Trade Center site lost on September 11, 2001.

The State Police's top homeland and domestic security priorities for 2004 include:

- Implementing fully the "Render Safe" statewide bomb squad coordinated response initiative, including full implementation of the statewide canine detection component.
- Implementing fully Operation Safe Passage with the development of additional partnerships with adjacent states, cities and organizations.
- Revising the State Emergency Operations Plan fully and comprehensively to conform with the guidance contained in the newly developed National Response Plan (NRP) and the National Incident Management System (NIMS).
- Organizing and coordinating a full-scale terrorism exercise involving all of state government, federal agencies and all partners in our counter-terrorism efforts.

VI. Dept. of Transportation

As the most densely populated state in the United States, and as a state that serves as a corridor between New York City and Philadelphia (the country's largest and fifth largest cities), New Jersey and its highways are traversed by millions of travelers daily. Newark Liberty Airport handles 30 million passengers on 300,000 flights each year. Philadelphia International, John F. Kennedy and LaGuardia Airports are located close to New Jersey borders. Amtrak trains regularly cross the State traveling to and from the nearby cities of New York, Philadelphia, Boston and Washington D.C. The Port of New York/New Jersey is the largest port complex on the East Coast and has immediate access to distribute imported and domestic goods through the most extensive interstate highway network in the region as well as along one of the largest freight rail systems in the United States, serving more than 80 million Americans. In the Philadelphia metropolitan area, Delaware River ports are also active in commerce. In addition to the enormous potential human toll, any significant terrorist attack in New Jersey could cripple the Northeast transportation system and the United States economy. With these potential consequences in mind, the State Department of Transportation (NJDOT) has continued to take steps to increase its preparedness.

The DOT's Task Force and homeland-security-related accomplishments in 2003 include:

- **Acquiring a Mobile Command Vehicle:** DOT purchased a mini-van equipped with mobile communications and response capabilities; the Mobile Command Vehicle is activated in response to state emergencies, incidents and hazardous conditions.
- **Creating a DOT/NJSP Shared Communications Center:** In collaboration with the New Jersey State Police, the Department implemented a shared, statewide communications center located in Hamilton Township, Mercer County. The center provides call center/dispatch capability for the Department of Transportation on an around-the-clock basis.
- **Updating DOT's Business Continuity Plan:** The DOT updated its Business Continuation Plan, which identifies all critical functions and activities within the Department during a crisis, emergency or a code "Red" condition.
- **Enhancing Security at DOT Facilities:** DOT has enhanced security at all major Department facilities. Security changes included the installation of "proximity readers" at the entrance to DOT's headquarters complex in Ewing, and at its three regional locations in Cherry Hill, Mount Arlington and Freehold. In addition, the DOT has initiated a photo identification system for all visitors.
- **Forming an Emergency Management Group:** In order to coordinate its various response efforts in the event of man-made or natural disasters, the DOT formed an Emergency Management Group.
- **Supporting Directive on "Double-Locking" at Aviation Facilities:** With concurrence from the Governor and the Domestic Security Preparedness Task Force, the DOT issued a directive requiring the "double locking" of aircraft and the posting of signs providing emergency contact information at all 486 New Jersey licensed General Aviation (GA) facilities. These requirements, which were also included in the Department's updated General Aviation Regulations that were ultimately adopted in November 2003, provide additional aircraft-related security features that are not covered by federal law or the operations of the federal Transportation Security Administration.
- **Issuing of Pagers – General Aviation Facilities:** New pagers have been issued by DOT for use at the 48 public-use General Aviation facilities statewide. This will create a direct link to the Airport Managers at these facilities to keep them informed of emergency conditions and information.

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- Installing a Passive/Web Internet-Based Camera System: DOT issued a Request for Proposals (RFP) to provide a passive, Web-based camera system to monitor statewide General Aviation facilities.
- Enhancing security at Millville Airport: In conjunction with the Transportation Security Administration, the DOT provided the State match to a \$1 million federal grant to fund security enhancements at Millville Airport.
- Obtaining Funding for Port Security Initiatives: The DOT was awarded \$2.24 million in federal Transportation Security Administration funding to enable a variety of security initiatives in and around port areas. The funding is earmarked for the installation of additional security cameras, fencing and lighting for several private and public facilities, as well as for the purchase of additional State Police vessels.
- Obtaining Funding for New Jersey Transit and Other Transportation Agencies: As a result of the Governor's successful presentation to the Department of Homeland Security regarding New Jersey's homeland security needs with which DOT assisted, DHS's Office for Domestic Security awarded the Northeast New Jersey Urban Security Initiative (USAI) \$11.9 million in federal fiscal year 2003, for enhanced security activities, many of which focus on the area's dense concentration of transportation resources. In addition, New Jersey Transit was awarded \$2.3 million in federal fiscal year 2003 funds as a "special needs district" for security upgrades, because it oversees one of the top 20 mass transit systems nationwide. New Jersey Transit was subsequently awarded \$2.8 million in UASI federal fiscal year 2004 funds. Additionally, the Delaware River Port Authority (DRPA) was awarded \$800,000 and the PATH (Port Authority Trans Hudson) train system \$1.34 million for security enhancements.
- Implementing the New Jersey "Highway Watch" Program: Working along with the New Jersey Motor Truck Association (NJMTA), the Department initiated a federally funded program known as the New Jersey Highway Watch Program. The program enlists the commercial truck drivers of New Jersey to provide additional sets of "eyes and ears" for the law enforcement community. Other participants include: The Office of Counter-Terrorism, the State Police Cargo Theft Unit and the Federal Motor Carrier Safety Administration. The Highway Watch Program is voluntary but has the potential to involve more than 20,000 truck drivers in New Jersey, including the many transportation maintenance workers from NJDOT and the State's toll-road authorities.
- Participating in a number of terrorist related exercises: NJDOT participated in a number of significant exercises, including participating in the first joint exercise with the Delaware River Port Authority and PATCO that took place in September and simulated a terrorist attack against the Ben Franklin Bridge connecting Camden and Philadelphia.

Allied with DOT, the New Jersey Motor Vehicle Commission (MVC) made major strides during 2003. NJMVC's accomplishments include:

- Forming the new commission: In December 2002, "Fix DMV" legislation was signed into law creating the New Jersey Motor Vehicle Commission (MVC). This legislation included provisions for additional security enhancements:
 - Six Point Identification Program: To prevent people from fraudulently obtaining New Jersey driver licenses, the MVC implemented a Six Point ID Verification Program. The new program, established by State regulations that took effect in September 2003, requires all applicants who visit a motor vehicle agency to apply for or renew a New Jersey driver license, non-driver identification card or boat license to present proof of age, identity and address by submitting specific personal documents. Applicants are required to prove their

identity by presenting a prescribed combination of original or certified documents. Various document types, are each assigned a point value for proof of identity (e.g., birth certificate, passport, alien registration card, current driver's license, etc.) and the total point value of all identification documents presented must be at least six points. In addition, the applicant must present documents verifying address (e.g., a utility or credit card bill, property tax bill, bank checking or savings statement, etc.) and verify his or her Social Security number.

- **Identifying Vulnerabilities:** The State Police completed a security assessment of Motor Vehicle Commission facilities in at the end of 2002. Problems identified included easy access to valuable documents through opened and unlocked doors, access to storage areas, improper storage of confidential or secure documents, substandard vaults and a lack of alarms and video cameras. The State Police assessment also resulted in creating a checklist of important security fixes.
- **Law Enforcement Agency Security Enhancement (LEASE) Program:** The LEASE Program will provide full-time police presence at all MVC agencies and regional service centers to ensure a safe and secure environment for customers and employees alike. A uniformed police presence at the sites during working hours will also serve to deter the submission of fraudulent documents and provide immediate police response to incidents. Numerous New Jersey police agencies have been asked to participate in this program. Each participating agency receives a grant for \$105,000 and signs a Memorandum of Understanding outlining its roles and responsibilities, as well as those of the MVC's Office of Security and Investigations. Twelve MVC agencies currently have a police presence, with four more expected to be added in the near future.
- **Implementing New Security Measures:** The Motor Vehicle Commission has installed new locks at some agencies, and motion detectors and alarms for storage areas will be installed at high-risk agencies. Facilities have been targeted for installation of duress alarms, and 20 have already been installed at agencies where there is compatibility with the current security system. Other alarms will be updated by the end of the year. Enhanced perimeter and interior alarms have been installed at new MVC locations, such as in Mount Holly.
- **Creating a New Security Division:** The MVC created a new division – the Division of Security, Investigations and Internal Audit to further enhance security for the agency. Staff transferred from NJDOT's Office of Inspector General and also includes 25 newly hired investigators and seven investigators from the Division of Criminal Justice (DCJ) in the Department of Law and Public Safety. The DCJ investigators have police powers. The newly hired investigators will perform many new functions, one of which is continuing ongoing risk assessments in all of the MVC agencies. Assessment teams are also looking for physical and environmental security countermeasures, including door locks, identification badges, fire suppression systems, visitor logs and many other physical and environmental controls. Additionally, assessment team members will closely observe the way MVC personnel conduct day-to-day business.

New Jersey Transit (NJT) also implemented major security upgrades. NJT's accomplishments include:

- **Enhancing Intercity Bus Security:** NJT was awarded \$1.3 million from the federal Transportation Security Administration to enhance intercity bus security. Funding will be used specifically to conduct a pilot test in which buses will be outfitted with five

The MVC created a new division – the Division of Security, Investigations and Internal Audit to further enhance security for the agency.

state-of-the-art cameras. The five cameras will enable the monitoring of individual buses from NJT's Bus Operation Center, and from New Jersey Transit Police Headquarters.

- **Conducting Threat and Vulnerability Assessments:** NJT completed a system-wide assessment of stations, facilities and infrastructure to identify areas of potential vulnerability. As an outgrowth of the assessment, recommendations to enhance security are currently being evaluated. In addition, as part of the State's Northeast UASI grant, a six-month program assessing all NJT operations and facilities will be undertaken using a national "tool kit" provided by DHS's Office for Domestic Preparedness.
- **Conducting Training Programs on Terrorism:** New Jersey Transit conducted an Awareness Training Program focused on terrorism for NJT Police and bus and light rail employees. This training program was designed to increase awareness of possible indicators of acts of terrorism and appropriate actions to take in order to prevent or minimize the effects should an act of terrorism occur. More than 750 NJT managers and 4,885 NJT bus and rail operators and operations safety and maintenance employees received terrorism awareness training.
- **Providing Special Training for Management Personnel:** NJT has implemented a training program for the top 100 NJ Transit Rail management employees in the nationally recognized Incident Command System (ICS). The program, which is being conducted by Total Security Services, Inc., will culminate with two tabletop exercises and a full-scale agency-wide exercise.

In addition, DOT and its partner agencies took the following security measures:

- **Deploying K-9 patrol units:** Four dogs that are specifically trained to detect explosive devices have been deployed throughout NJT rail and bus operations.
- **Issuing of Escape Masks:** NJT Police have been issued "Quick 2000" escape masks, special masks to protect them from biological contaminants. More than 1,500 Rail employees and 2,300 Bus Operators traveling in and out of New York City are also being equipped and trained in the use of these masks.
- **Hiring of additional police:** Since fall 2002, ninety new police officers have been hired by NJT, and the entry-level standards for a transit police officer have been upgraded.
- **Creating a NJT Crime Analysis Unit:** This unit has been created to review crime trends on NJT's multi-mode transit system, and to work with the Patrol and Detective Division on resource deployment.
- **Implementing NJ Transit Police tips hotline:** NJT launched a 24-hour toll-free tip line, 1-888-TIPS-NJT, for use by NJT customers and employees to report suspicious activities and/or packages.
- **Establishing Emergency Operations Centers:** Established at Corporate Headquarters in Newark, and at the NJT Police Facility in Camden, two emergency operations facilities, which have been created to handle statewide and local emergency and non-emergency events.
- **Implementing "Live Scan" fingerprint readers:** The use of Live-Scan technology at all major NJT Police Command Centers gives NJT police the ability to electronically capture the fingerprints of arrested subjects, and to match them quickly and accurately against those in law enforcement data bases.
- **Purchasing and deploying radiation paging devices:** New Jersey Transit has purchased radiation paging devices and supplied them for all of its regional police commands.

The DOT's Task Force and homeland-security-related priorities for 2004 include:

- Providing engineering and infrastructure support for deploying fixed radiological detection devices: DOT is providing the engineering expertise required for the possible installation of fixed radiological detection portals at Port Newark/Elizabeth and along New Jersey's transportation corridors. In this regard, DOT is working with a consortium made up of the New Jersey Office of Counter-Terrorism, the New Jersey State Police, the Port Authority of NY/NJ, the New York State Office of Public Security, the New York City Office of Emergency Management, and the New York Metropolitan Transportation Authority. This consortium is participating in a \$30 million pilot project, funded by DHS's Office for Domestic Preparedness, to protect the New York-New Jersey metropolitan area against "dirty bombs" and other potential radiological terrorist threats by deploying "rings of defense" around the port areas in order to detect, deter and intercept such potential terrorist weapons as "improvised nuclear devices" and "radiation dispersal devices" (also known as "dirty bombs"), throughout the metropolitan region's various transportation corridors.
- Partnering with Lockheed Martin: DOT will partner with Lockheed Martin to develop a high-technology surveillance program to provide integrated "virtual security zones" with an identification and communications plan for prevention, detection and interdiction in the South Jersey Port area that includes the Salem Nuclear Power Plant. This project is a "test bed" and, if successful, will be expanded to the New York Port area and possibly the entire state transportation network to cover all modes of transportation.
- Seeking Future Funding: The DOT will continue to take the lead in applying for federal funds for a variety of Homeland Security and Transportation Security Initiatives. The U.S. Office for Domestic Preparedness has designated NJDOT as the state authorized agent (SAA) for all future homeland security transportation-related funding for New Jersey entities. This designation will foster continued regional planning and coordination, as well as continued and enhanced integration of preparedness activities.

DOT will partner with Lockheed Martin to develop a high-technology program to provide "virtual security zones" in the South Jersey Port area.

The MVC's Task Force and homeland-security-related priorities for 2004 include:

- Implementing fully the State's new digital drivers' licenses: This new generation of licenses are safer, smarter and more durable than the State's old paper licenses that are being replaced. High-tech security features make it virtually impossible to copy or alter the new licenses, protecting New Jersey citizens from the growing national problem of identity fraud. The new license has 22 advanced security features. These include a high quality digital photo, hologram of the state seal preprinted in the overlay, hidden ultraviolet text that shows the driver's name and date of birth, and a banner color that portrays the type of license. To protect cardholders against identity theft and to protect retailers against fraud, many of the new security features will only be known to law enforcement officials. Minors are quickly identified with special "under 21" drivers' licenses and ID cards printed in a vertical format. A bar along the right side of the photo indicates the date when the cardholder will turn 21.
- Working with law enforcement to implement new identity theft legislation: Governor McGreevey signed legislation calling for strict penalties/fines for theft of identity and the selling, manufacturing, possessing and/or exhibition of false government documents.
- Adopting Model Document Fraud Detection Program: MVC has adopted the American Association of Motor Vehicle Administrators' (AAMVA) model for document fraud detection and its corresponding training program. This training will be directed by in-house staff and supplemented by the expertise of outside professionals. MVC employees trained in document fraud detection already have undertaken a number of important duties, including the review of foreign titles to detect any fraudulent activities, and the new six-point point driver identification verification process to obtain new licenses. These individuals are responsible for verifying New Jersey title documents to detect criminal alterations such as erasures, signature and mileage discrepancies.

NJT's Task Force and homeland-security-related priorities for 2004 include:

- Establishing a new police radio communications center: NJT is constructing a new center to provide NJT Police with a backup communications center that will be maintained at its current location in Maplewood. This center is being constructed based on a recommendation of a threat and vulnerability assessment conducted last year by the Federal Transit Administration and approved by the State Office of Counter-Terrorism.
- Updating information based on rail line image scans: NJT's 12 rail lines have undergone overhead image scans that will ultimately allow the agency to have an up-to-date information database on all rail lines, infrastructure and equipment. This will also provide a more efficient and coordinated response by NJT's Police Radio Motor Patrol (RMP) units and better coordinated response with state, county and local emergency service partners.

VII. Dept. of Military and Veterans Affairs/ NJ National Guard

The National Guard has a role in both homeland security and homeland defense. The New Jersey National Guard (NJNG) comprises the New Jersey Army National Guard and the New Jersey Air National Guard with a total of almost 9,000 soldiers and airmen who have both a federal and a state mission. Both Army and Air National Guard units have, for many years, trained primarily for a federal overseas mission, particularly during the Cold War. Simultaneously, the State Mission, known as Military Support to Civilian Authorities, had traditionally focused on natural disasters, which mostly fell under the auspices of the Army National Guard.

That all changed on September 11, 2001, as the NJNG mobilized in response. The National Guard now takes an active role in working to prevent terrorist acts in New Jersey. Since September 11, 2001, staff from the Guard have been assigned, along with State Police, to protect the State's nuclear facilities. In addition, during three of the year's four periods of heightened alert under the Homeland Security Advisory System, guard members have been deployed to protect Newark Liberty International Airport, the State's Hudson River crossings and other critical infrastructure sites. National Guard staff has also been assigned to the Task Force's new Domestic Security Exercise Support Team, and the Guard itself is involved in a number of exercise activities. The Guard also built a new Homeland Security Center of Excellence with a state-of-the-art Joint Operations Center, from which it can coordinate all its proactive and responsive activities.

During 2003, a number of Army and Air National Guard members were deployed to support Operation Iraqi Freedom. It is expected that a significant number of Army National Guard Personnel will continued to be deployed throughout 2004.

NJDMAVA's Task Force and homeland-security-related accomplishments in 2003 include:

- Deploying significant numbers of troops to protect critical infrastructure sites during Operation Liberty Shield in March.
- Continuing to provide soldiers in support of New Jersey State Police for securing nuclear power plants at Oyster Creek and Salem.
- Collaborating with the New Jersey State Police and Division of Fire Safety in providing three DMAVA employees as full-time members of the State's Domestic Security Exercise Support Team.
- Leading the Weapons of Mass Destruction subcommittee of the New Jersey Domestic Security Preparedness Planning Group; the subcommittee developed an approved Weapons of Mass Destruction Appendix to the Terrorism Annex of the state's Emergency Operations Plan.
- Opening and Staffing a new state-of-the-art Joint Operations Center
- Operating the new JOC during severe snowstorm of winter 2003 to support New Jersey State Police in transporting key medical personnel to and from their homes to hospitals.
- Operating the JOC during the August East Coast blackout; also deploying more than 50 troops, water trailers, and mobile light sets in support of New Jersey State Police.
- Purchasing new high-frequency radios for the JOC and three forward-deployed command vehicles; each vehicle also contains military tactical radios and New Jersey State Police radios to provide deployed forces with communications capabilities with New Jersey State Police and Port Authority police forces.
- Rewriting the National Guard's Military Support to Civil Authorities Plan to realign forces with State Police's existing regional system to provide faster and more dedicated responses during emergencies.

Dept. of Military and Veterans Affairs/ NJ National Guard

- Reorganizing National Guard forces into three Task Forces that can each provide a Quick Reaction Force of significant numbers; each force is supported by a forward-deployed logistical package to sustain it via food, water, ammo, and fuel for two to three days without additional support.
- Establishing and leading the New Jersey Homeland Security/Defense Technology Solutions Committee to coordinate technology acquisition with the federal, state, academic and industry resources of the State.
- Supporting the MEGA-Base Team of representatives from federal military facilities in NJ in order to coordinate critical information and potential mutual support during a weapons of mass destruction attack.
- Hosting the monthly meetings of the Domestic Security Preparedness Planning Group at DMAVA facilities.
- Developing and hosting a one-week civil-emergency conference for government and civil representatives of Albania; visitors conferred with key civil leaders and Governor McGreevey; program supported U.S. Department of Defense/State Department's Partnership for Peace initiative; conducted follow-up visit to Albania to assess current status of Albania's Civil Emergency Operations system.
- Relocating the National Guard's Civil Support Team (Light) from Ft. Dix to Lawrenceville to provide better facilities for equipment and training.
- Hosting a day-long conference on state government and Homeland Security for approximately 100 high school students to support the Governor's Leadership Council.
- Seeking and receiving federal funding to provide soldiers as anti-terrorism/ force protection security at selected National Guard sites; also obtained funding to provide limited additional personnel to the National Guard's JOC.
- Leading the effort to successfully obtain increased pay and benefits via legislative actions for troops deployed on State Active Duty in New Jersey; Governor McGreevey signed bill into law at the beginning of August.
- Working with the Office of Counter-Terrorism, federal Transportation Security Administration, New Jersey State Police, Port Authority of New York and New Jersey, New Jersey Department of Transportation and other agencies to develop defenses for shoulder-fired missiles or MANPADs (Man Portable Air Defense Systems) for Newark Liberty Airport.
- Supporting Somerset County Health Office in developing a local bio-response plan.
- Supporting the Department of Health and Senior Services smallpox vaccination program by providing secured storage/controlled access of vaccine.
- Participating in contingency planning for potential receipt by NJ of National Pharmaceutical Stockpile resources.
- Installing secure videoconferencing (VTC) equipment at the State Office of Emergency Management and training staff in its operation.

During 2003, DMAVA staff attended the following homeland security training programs:

- Training of troops assigned to help secure nuclear power plants in support of New Jersey State Police.
- The employment of Global Information System software.

- Secure Communications Custodian and Communications Security Officer certifications.
- A number of National Interagency Civil-Military Institute (NICI) courses on homeland security topics.
- Anti-Terrorism/Force Protection Engineering (building security).
- Training on all aspects of National Guard JOC operations and communications equipment.
- Participation in NATO European Security Course.

During 2003, DMAVA staff supported the following exercises:

- Two events in the Gateway Response Exercise series: a law enforcement tabletop in March and the full-scale exercise at Port Newark in November; the National Guard supported planning, design, participation and evaluation of the Gateway series.
- Utilities Interoperability Exercise.
- Continuity of Government Exercise (design, participation and evaluation).
- Two Department of Health and Senior Services exercises on bioterrorism (participation and evaluation).
- A number of county and community weapons of mass destruction scenario preparedness exercises.
- Reverse-lane exercise for emergency evacuation of coastal areas via military simulation (participation).
- Montclair Township's comprehensive emergency response exercise (participation).
- Communications exercise among the National Guard, New Jersey State Police and Port Authority of NY/NJ to ensure interoperability of systems (planned, designed, participated and evaluated).
- Delaware River Port Authority's September terrorist exercise at the Benjamin Franklin Bridge (participation).
- National Guard's September Northeast Region weapons of mass destruction exercise (participation).

NJDMAVA's homeland-security-related priorities for 2004 include:

- Continuing to support of the global war against terrorism by deploying New Jersey Guard personnel to support Operation Iraqi Freedom and Operation Enduring Freedom.
- Fielding and supporting a Civil Support Team (Heavy), capable of providing multi-dimensional capabilities to conduct sophisticated chemical and biological analysis in the field to detect and respond to terrorists' weapons of mass destruction.
- Establishing, training, deploying and supporting the New Jersey National Guard Reaction Force, a mass decontamination team.
- Reviewing state response plans to address federal activation and deployment of significant numbers of soldiers, air men and women.
- Continuing cooperation with federal military facilities in New Jersey to take advantage of the technological and other resources they can provide to help fight terrorism.

*DMAVA'S Priorities
for 2004 include
fielding and
supporting a civil
support team (heavy).*

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VIII. Dept. of Environmental Protection

The Department of Environmental Protection (DEP) has been directly involved with domestic preparedness issues over the past two years, and is far better prepared today to prevent and respond to a terrorist attack than in September 2001. The DEP is an active participant in the Domestic Security Preparedness Task Force, the Transportation Security Agency (TSA), and the Philadelphia and New York/New Jersey Port Security Task Forces. In addition, DEP acts as lead liaison to the Chemical, Petroleum, Pharmaceutical & Biotechnology, Nuclear and Wastewater Sectors of the Infrastructure Advisory Committee (IAC), and assists the Board of Public Utilities in support of the Water Sector. DEP also has lead liaison responsibility for the Dam Safety Element of the Water Sector.

The DEP's Task Force and homeland-security-related accomplishments in 2003 include:

- Acting as liaison to the Chemical, Petroleum, Pharmaceutical & Biotechnology, Nuclear, Dams and Wastewater Sectors and subsectors of the Infrastructure Advisory Council, and coordinating efforts to finalize Best Practices for each sector. During the timeframe September – December 2003, Best Practices were presented to and reviewed and approved by the Task Force and Governor's Office for each of the sectors for which DEP is liaison, with the exception of the dam subsector, which was to be presented in early 2004.
- Disseminating approved Best Practices to individual facilities within each DEP assigned sector for implementation.
- Conducting, along with representatives of the New Jersey State Police Office of Emergency Management, the first table-top exercise for members of the Petroleum Sector.
- Aiding in the remediation of anthrax contamination at the Hamilton Post Office. DEP worked with the federal Environmental Protection Agency, the Department of Health and Senior Services, the State Police Office of Emergency Management, the U.S. Postal Service and local agencies. Remediation work took place in Hamilton during the fall of 2003 and was completed by the end of the year.
- Creating a draft Memorandum of Agreement between DEP, the Task Force, the American Chemistry Council, the Synthetic Organic Chemical Manufacturers Association, and the Chemistry Council of New Jersey. This document transforms the generalized Best Practices developed by the Chemical Sector into a system with checks and balances for gauging actual preparedness on a facility-by-facility basis. DEP anticipates using the Memorandum of Agreement approach as a key implementation tool for Best Practices with some other DEP-assigned sectors as well.
- Developing the "Be Ready Guide," an internal agency business continuity plan to help with emergency preparedness planning and response. Included in the guide are DEP's notification chain, identification of essential staff, an inventory of available relocation spaces, emergency closure plans, and threat advisory plans corresponding with changes in alert levels. Three copies of the guide were distributed to each DEP senior staff member to ensure that copies were available at their homes, their places of work and in their cars. The Attorney General's Office distributed the Be Ready Guide to all state agencies, and called for those agencies to develop similar business continuity plans.
- Conducting of a "Continuity of Operations" tabletop exercise for senior staff members in conjunction with the State Police Office of Emergency Management. The purpose of the February 2003 event was to exercise DEP's preparedness plan with respect to building evacuation, damage assessment, building reoccupation, and business continuity. An after action report on the tabletop exercise identified specific areas in need of improvement.

Dept. of Environmental Protection

- Procuring an automated telephone outreach system enabling the DEP to notify all 3,300 agency staffers of emergency-related information within three-to-10 minutes of broadcast. This “Voice-Reach” system was used for the first time to notify staff of reporting-for-duty exemptions for employees working or residing in Bergen and Hudson Counties after the power outage emergency of August 2003. The system was highly effective in reaching staff throughout New Jersey.
- Implementing a disaster recovery system that enables access — via off-site back up systems — to DEP’s most critical data, and provides e-mail capability for all DEP key contacts, in the event that normal systems are down.
- Executing a Memorandum of Understanding between the DEP and the Department of Health and Senior Services to have the DEP Communications Center provide after-hours telephone coverage for the DHSS. Service began on July 1, 2003 to provide after-hours, weekend and holiday coverage for the reporting of health-related incidents and emergency notifications. After the first six months, the Communications Center had already processed more than 1,100 incoming DHSS-related calls.
- Establishing minimum performance standards for hazardous materials (HazMat) teams throughout the State. In order to ensure a consistently high level of response capability, DEP worked to devise uniform HazMat standards with county representatives, the State Police and the Department of Health and Senior Services. These minimum performance standards will be critical in the development of world-class Chemical, Biological, Radiological, Nuclear and Explosive (CBRNE) teams in each of the 21 Counties.

The DEP’s homeland-security-related priorities for 2004 include:

- Allocating grant funds to buy needed preparedness equipment. The DEP will receive a total of \$1,106,575 from DHS’s Office for Domestic Preparedness in Federal Fiscal Year 2003 grants. Of that funding, \$250,000 is targeted for acquiring CBRNE response vehicles and \$250,000 for implementation costs for a joint DEP/Division of State Police/Department of Health and Senior Services CBRNE evaluation team. Another \$615,575 is to be used for the purchase of basic first responder equipment for Parks and Forestry, the Division of Fish and Wildlife, and the New Jersey Forest Fire Service. Finally, DEP was allocated \$1 million toward the purchase of an equipment cache for distribution to counties over the next two years for acquisition of personal protective equipment.
- Exploring further Memorandums of Agreement for implementing Best Practices with the Chemical, Petroleum, Wastewater, Water (Dams Element) and Pharmaceutical & Biotechnology Sectors of the Infrastructure Advisory Committee.
- Completing dissemination of Best Practices to each and every entity within the sectors assigned to DEP.
- Developing a format and system for collecting reports on Best Practices implementation for all DEP-assigned sectors, including the development of sector work plans prepared at six-month intervals to establish a baseline program for continuous monitoring, reporting and improvement in facility security.
- Establishing training programs for each sector assigned to DEP for table-top, interoperability and functional exercising on an ongoing basis to gauge the effectiveness of Best Practices.

IX. NJ Board of Public Utilities

The New Jersey Board of Public Utilities (BPU) has jurisdiction over the service reliability and rates of telephone, electric, gas, water and wastewater companies, and exercises certain responsibilities regarding cable television operators. Prolonged disruptions to any one of these critical utility industry sectors could have serious consequences for New Jersey's citizens, infrastructure and economy, with potentially significant effects on the surrounding metropolitan regions and national economy.

BPU remains highly involved in the Domestic Security Preparedness Task Force, Infrastructure Advisory Committee and Domestic Security Preparedness Planning Group. After an extensive process over the past year and a half, BPU was one of the first to submit a completed security Best Practices package to the Task Force. This was a large-scale effort between government and private industry, leading to the creation of comprehensive guidelines for security, incorporating not only state but also federal standards.

BPU is also the first state agency to complete security Best Practices in all of its mission sectors: Water, Energy, Telecommunications-Wireline, Cable Television, and Telecommunications-Wireless. Additionally, the Governor approved all of the aforementioned sectors' security Best Practices.

The state has already identified its most critical infrastructure sites. A good percentage of these sites fall within BPU-related sectors of electrical utilities, natural gas facilities, telecommunications, water and wastewater facilities. BPU is delving deeper into issues involving the identified sites, as well as the functioning and interdependencies of the next most sensitive layer of essential utility infrastructure.

The BPU's Task Force and homeland-security-related accomplishments in 2003 include:

- Participating in the Northeastern New Jersey Urban Area Security Initiative: BPU is involved with the Department of Law and Public Safety (LP&S) and other agencies in the homeland security funding proposal for the six-county area contiguous with the City of Newark and Jersey City. Specifically, BPU is engaged in the development of the strategy and planning activities related to interdependencies of essential services and utility infrastructure in this region, with the overall goal of strengthening security measures and enhancing emergency response and recovery.
- Strengthening security measures at New Jersey's critical utility assets: BPU's Division of Reliability and Security has been allocated \$450,000 from the State portion of a FFY 2003 Office for Domestic Preparedness (ODP) grant to support a pilot project for monitoring security measures at utility-related critical facilities.
- Mapping "All Hazards" and "Regional Boundaries": As part of the Task Force's efforts to allocate grant funding by "following the hazards," BPU is participating on committees to create an "All Hazards Regional Map" that identifies utility hazards and critical infrastructure throughout the State, as well as a "Regional Boundaries Map" to be used in determining strategic funding initiatives.
- Protecting Northeast Corridor Critical Infrastructure: BPU is participating in a grant proposal, through the Office of Counter-Terrorism (OCT), to seek funding from the Department of Homeland Security as part of the State's "Northeast Corridor Interdependency Assessment." BPU is working with OCT, the State Department of Transportation and other agencies to discuss funding initiatives with DHS that address target-hardening and emergency response for a specific Northeast Corridor of New Jersey that contains a high-density of population, critical utility infrastructure, transportation and environmental vulnerabilities.

NJ Board of Public Utilities

- **Participating in Geographic Information System (GIS) Working Group:** BPU participates on Domestic Security Preparedness Planning Groups' Critical Infrastructure Data Committee, which is being coordinated by the Office of Information Technology (OIT). The committee has been charged with developing a statewide Spatial Data Infrastructure (SDI) to assist the State in planning for and responding to natural and man-made disasters and threats. BPU is meeting with the committee on a weekly basis, and providing utility geospatial data using Common Data Architecture (CDA) from its GIS unit.
- **Participating as a member of the State Public Safety Interoperable Communications Coordinating Council (SPSICCC):** As a member of the SPSICCC, the BPU is sharing its expertise in telecommunications and other areas of communications to help the Council develop a statewide strategy for interoperable communications.
- **Participating in Lockheed Martin Regional Pilot Study (RPS):** BPU is participating in developing an "Integrated Command Center" pilot project proposed by Lockheed Martin for the port areas of Southern New Jersey. With NJDOT as the lead agency, the project is designed to develop an "Inter-Agency Collaboration and Response Capability." A proposed Command Center will be designed to provide the capability to monitor operations and coordinate first responders in an emergency.
- **Addressing Vulnerabilities from Flammable Fuels:** BPU staff is assisting the Attorney General's Office in developing counter-terrorism measures relative to the storage and transportation of flammable fuels, including those used by utilities, such as liquid natural gas (LNG).
- **Enhancing Utility Emergency Response:** BPU has focused efforts on the capabilities of the utilities, particularly the electric and gas industries, to be prepared and respond to disasters, severe-weather events or terrorist actions. Part of this effort has involved further examination of Mutual Assistance Compacts between utility companies, as well as re-evaluating outage response protocols and emergency communications. BPU has scheduled conferences between the utility companies and the Emergency Management community.
- **Improving Government Operations Continuity (GOC) Planning:** To ensure its abilities to function in an emergency, BPU completed a plan that identifies key employees and their responsibilities. The plan establishes evacuation assembly areas, procedures and communication protocols that provide for rapid dissemination of information to all staff. Improvements to computers/phone systems are underway to allow for remote access to these critical systems. As part of its GOC Plan, BPU has developed its own operational response actions at each alert level of the Homeland Security Alert System (HSAS). Additionally, BPU worked with the utilities to develop industry-specific HSAS response actions related to alert levels for adoption as part of their revised Best Practices. Depending upon the nature of a specific threat received and/or change in HSAS level, BPU response would include anything from locking down critical utility facilities, to evacuating non-essential staff, while relocating critical BPU staff at pre-identified facilities such as the State's Emergency Operations Center (EOC) in West Trenton.

- **Planning and Implementing Utility Tabletop Exercises:** In addition to the extensive process BPU has undertaken with each utility sector to finalize security Best Practices, BPU has also been working with utility sectors in planning and implementing security exercises and training. In fall 2002, BPU participated in an Energy Tabletop Exercise and a Water Tabletop Exercise that simulated major utility disasters. The tabletops were highly successful in identifying interdependencies, and several action items are currently being addressed by a number of working groups. Working with the Task Force's newly constituted Domestic Security Exercise Support Team, BPU remains involved in the planning of future exercise and training programs.

The BPU's Task Force and homeland-security-related priorities for the coming year include:

- **Developing a Pilot Project for Monitoring Critical Utility Assets:** The BPU will use a federal ODP grant of \$450,000 for a pilot project to strengthen security measures at New Jersey's critical utility assets. The major component of this project will involve obtaining available technology for real-time monitoring and detection equipment, to be deployed to specific critical utilities such as video cameras with automated detection, state-of-the-art personnel identification, as well as sensors for chemical and biological agents/explosives.
- **Monitoring Utility Implementation of Best Practices:** BPU staff will continue to conduct field inspections of its private sector partners to develop a profile indicating how Best Practices are being applied. Staff will also evaluate the application of Best Practices over time, and at specific threat levels, in order to determine whether modifications are necessary. This will involve security training for staff, as well as the formation of a methodology and approach to document security measures and evaluate their effectiveness.
- **Conducting Utility Tabletop Exercises:** BPU staff will implement additional exercise and training plans to test each utility sector's Best Practices and how they relate to changes in the HSAS. In this regard, the BPU will work with the Task Force's Exercise Support Team to develop and execute a number of exercises in the upcoming year. BPU is currently constructing scenarios for various tabletop exercises to include, at a minimum, an energy exercise as well as a water industry exercise.

BPU staff will continue to conduct field inspections of its private sector partners to develop a profile indicating how Best Practices are being applied.

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X. Department of Agriculture

The Department of Agriculture was formally recognized as a permanent invited Member of the New Jersey Domestic Security Task Force at the end of 2002. This role will enhance the State's capacity to protect against, and respond to animal and agricultural emergencies, and will improve the Department's ability to interact with other State partners.

The noteworthy homeland-security-related activities and accomplishments of the Department in 2003 include:

- **Creating the Animal Emergency Working Group:** In December 2002, the Task Force endorsed the Department's proposal to establish a New Jersey Animal Emergency Working Group. The Working Group, a permanent committee of the New Jersey Domestic Security Preparedness Planning Group, is charged with:
 - Developing safe, effective and efficient responses to animal emergencies,
 - Protecting public health and the environment, including wild and domesticated animals, and ensuring the humane treatment of animals during emergency situations.

The Working Group consists of more than 100 persons representing a broad range of organizations, including animal rescue services, animal transport agencies, veterinarians and various departments of state government. The Working Group operates under the auspices of the Department of Agriculture's Division of Animal Health and the New Jersey State Police Office of Emergency Management, both of which will develop emergency plans using the principles of the Incident Command System. The Veterinary Service and Animal Care Appendix for the State's Emergency Operations Plan has been revised, and a draft response plan for small animal zoonotic emergencies developed.

- **Developing Best Practices:** The Department of Agriculture has developed security and biosecurity Best Practices for equine, cattle, small ruminants, poultry, swine, horticulture, livestock auctions and slaughter industries, veterinary hospitals, pet shops and shelters, fish and seafood, animal feeds and ingredients, wholesale produce, and agricultural aviation. These Best Practices will help ensure New Jersey's agricultural operations and related industries are using the best possible security practices.
- **Participating in the National Animal Health Reporting System (NAHRS):** Under revisions to the National Animal Health Reporting System's charge, it is now a cooperative program for all industries and states that request U.S. Department of Agriculture certification of animal products for export. The NAHRS collects data on the presence of certain classes of confirmed diseases among U.S. commercial livestock, poultry and aquaculture species that have the potential to spread either within the country or across national borders and cause serious socio-economic or public health consequences. Expansion of its scope will aid the NAHRS in the vital task of recognizing and detecting diseases early, as well as identifying potential new diseases. NAHRS is a joint effort of the U.S. Animal Health Association, the American Association of Veterinary Laboratory Diagnosticians, and the USDA's Animal and Plant Health Inspection Service. New Jersey, which has been involved with the project since its inception, continues to supply disease-related data along with other states.
- **Sponsoring the Animal Emergency Management Symposium:** In January 2003, more than 150 representatives of animal control officer associations, breeders' associations, disposal companies, veterinary medical associations, pharmaceutical companies and emergency management associations participated in the sixth annual Animal Emergency Management Symposium. The symposium offered presentations on a number of topics including Pet Friendly Shelters: Legal Issues for Disaster Planners and Responders; Bio-Agroterrorism -- Understanding the Difference and Protecting Against It; Bound Brook Experience; Pet First Aid; Developing a Community Animal Disaster

Plan, and the New Jersey State Police Training Unit -- Incident Command System.

- **Holding an Animal Emergencies and Agroterrorism Seminar:** More than 200 people representing animal agriculture and emergency response attended a seminar in February 2003 on Responding to Animal Emergencies and Agroterrorism in New Jersey. The seminar was sponsored by the Department of Agriculture along with Rutgers University's Agricultural Experiment Station and the Department of Health and Senior Services. The seminar was designed, among other things, to provide information on the emergency management and incident command structure and procedures in New Jersey, and their role in agricultural and animal emergencies; to provide answers to fundamental questions facing the farming and animal care industries, including whom to call in an emergency, what should trigger a call, what to do if trouble or foul play is suspected; and to define the role of the participants during an emergency affecting animals or agriculture.
- **Participation in Emergency Preparedness Exercises:** The Department of Agriculture participated in the New Jersey Food Council's Biosecurity Tabletop Exercise in March 2003 at the request of the Office of Counter-Terrorism. The exercise demonstrated the critical nature of the food sector to New Jersey citizens, as well as exploring potential problems involving cleaning, disinfection, disposal, and recovery issues.
- **Developing an Agricultural Alert Plan:** The Department of Agriculture developed a comprehensive plan to inform its constituents about changes in alert levels under the Homeland Security System. The plan provides for widespread dissemination of alert information to segments of the New Jersey agricultural industry most likely to be affected by terrorist action. These include suppliers of animal feeds and fertilizers, school districts, veterinarians, livestock markets and food warehouses. Under the plan, the Department also notifies the New Jersey Farm Bureau, which provides alert information to farmers and agribusiness interests, and continues to work with Rutgers University's Cook College to involve county agricultural agents in outreach efforts.

The Department of Agriculture's homeland-security-related priorities for the coming year include:

- **Planning and conducting tabletop exercises:** In cooperation with the New Jersey State Domestic Preparedness Exercise Support Team, the Department will conduct exercises to test its continuity-of-government plans and its ability to respond to a livestock disease. Department staff will continue to receive training in biosecurity issues.
- **Continuing departmental coordination with counties:** The Department will continue to coordinate with all 21 counties to revise and approve County Animal Emergency Plans to ensure they follow the guidelines set by the Animal Emergency Working Group.

XI. Department of Community Affairs

The Department of Community Affairs (DCA) was formally recognized as a permanent invited Member of the New Jersey Domestic Security Task Force at the end of 2002. In this capacity, DCA brings to the Task Force's homeland security preparedness efforts the expertise of its Division of Fire Safety, the state agency responsible for overseeing New Jersey's firefighting first responders. In addition, DCA has played a key role in the Task Force's prevention activities as the liaison agency to the Commercial Buildings and Construction sectors of the Task Force's Infrastructure Advisory Committee. As such, DCA has collaborated with these sectors and helped shepherd the second generation of their Best Practices for security through the Task Force's approval process.

DCA's Task Force and homeland-security-related accomplishments in 2003 include:

- Enhancing Training and Operational Readiness:
 - Since 1998, the Division of Fire Safety (DFS) within the Department of Community Affairs has and continues to provide a series of Incident Management courses and certifications, as well as National Fire Academy courses in Response to Hazardous Materials Incidents and courses addressing Emergency Response to Terrorism.
 - The Division has brought to the Task Force specific information and data identifying potential hazards and the Fire Service's role in protecting against these hazards. These particular hazards have been factored into the Task Force's risk analysis for priority protection and funding purposes.
 - The Division is currently working with the Office of Counter-Terrorism to develop curriculum for fire inspectors that will educate thousands of inspectors throughout the State to recognize potential terrorist activity.
 - Division of Fire Safety established an Emergency Response team in conjunction with the newly enacted Fire Service Emergency Deployment Act. This puts Division staff at incident command posts, the state Emergency Operations Center, or any other location necessary to assist incident commanders to coordinate the deployment of fire service resources, personnel and agencies. The team will also staff functional positions at the scene of an emergency, if requested by the Incident Commander.
 - The Division of Fire Safety and the State Fire Chiefs Association have developed guidelines to assist fire departments in responding to potential terrorist incidents. It can be downloaded from the DFS Web site.
- Developing Best Practices for maintaining the security of Commercial Buildings and Construction Sectors of the Infrastructure Advisory Committee:

DCA's Division of Codes and Standards developed Best Practices for two sectors of the Task Force's Infrastructure Advisory Committee, the Commercial Buildings sector and the Construction sector. In this process, the Division of Codes and Standards formed a 30-member working group of building owners, design professionals, and contractors to review and comment on the Best Practices. These Best Practices were adopted by the Task Force in December 2003. In addition, the State Department of Treasury will use these Best Practices in evaluating and reviewing the security of state buildings.

The Division of Codes and Standards has initiated a project, with the advice and assistance of security professionals and the New Jersey Society of Professional Engineers, to develop an assessment tool that can quantify the risk associated with a specific building on a particular site.

Dept. of Community Affairs

- The Division of Codes and Standards evaluated the adequacy of the existing National Model Building Codes in light of the threat of terrorism and prepared specific recommendations covering: the size of exits needed to evacuate very tall buildings; requirements to physically harden exit stairways and increase fireproofing in tall steel buildings; requirements designed to prevent progressive collapse of buildings when a major structural component is weakened or destroyed; requirement for a secondary supply of water for fire sprinkler systems in high rise buildings; and limiting access to air handling units and fresh air intakes of buildings. These code change proposals were submitted to the International Codes Council, the organization that prepares the International Building Code, the code New Jersey adopts.
- Each division in DCA prepared detailed continuity of operations measures that correspond to the five-tier Homeland Security Advisory System. These plans specify in detail the responsibility of each division in response to a change in threat level.

DCA's homeland-security-related priorities for 2004 include continuing to work on a number of initiatives related to Best Practices for the Construction and Commercial Buildings Infrastructure Advisory Committee sectors. These include:

- **Developing a Risk Analysis Matrix:** The Best Practices point to the need for a tool to help building owners and design professionals quantify risk. The Department will continue developing a matrix that would allow risk related to buildings to be quantified. The risk matrix is being designed to address risk associated with the owner of – or tenants in – a building, the size of a building, the history and reputation of a building, and the proximity of a building to a potential terrorist target. The matrix will help facilitate accurate and efficient analysis for building owners and design professionals.
- **Developing and Delivering Training:** The Best Practices for construction and commercial buildings also point to the need to develop essential training materials in building security for commercial buildings, as well as training materials regarding the design and construction of new buildings. In addition to developing these training materials, the Department will facilitate their dissemination throughout the construction and commercial buildings sectors by, among other things, developing a train-the-trainer program, so that training can be replicated throughout the State.
- **Providing Technical Assistance for Building Owners and Design Professionals on Building Security Issues:** Responding to requests from building owners and design professionals that began during the development of Best Practices, the Department will develop technical assistance programs to aid in the Best Practices' implementation. This will include making direct presentations to interested groups and associations, establishing a mechanism to respond to telephone inquiries, providing materials and updating research and recommendations. Providing technical assistance requires familiarity with federal and state guidelines and will also require building and maintaining communication with federal and state regulators, leading security and business continuity firms and associations. It will also require continued communication with personnel from the State Office of Emergency Management and the New Jersey Office of Counter-Terrorism.

XII. Office of Information Technology

The Office of Information Technology (OIT) is the central State agency for managing and delivering New Jersey's information technology and telecommunications services and infrastructure. OIT takes a leadership role in providing common services that benefit all state agencies, as well as innovative technologies to meet the ever-increasing demand from citizens for seamless, around-the-clock access to government services.

OIT was formally recognized as a permanent invited Member of the New Jersey Domestic Security Task Force at the end of 2002. This will enhance the State's capacity to employ the latest computer technology in its homeland security efforts, help foster more coordinated and efficient data management among the agencies of the Task Force, and improve efforts to prevent and recover from cyberterrorist attacks or other intrusions into or strikes against the State's computerized information management resources.

OIT's noteworthy Task Force and homeland-security-related activities and accomplishments in 2003 include:

- **Completing a Disaster Recovery Test:** OIT successfully completed disaster recovery exercises at the end of 2002 and in May 2003. These tests, which require the restoration of systems, applications and files, help OIT improve its disaster recovery procedures and ensure they will run smoothly during an actual time of crisis. The tests take 72 hours and include approximately 160 tasks. The most critical applications, such as State Police information, are always recovered first. During the testing, principal clients are invited to inspect whether they can easily access their information online and whether the recovery of their applications is complete and correct.

For the first time, OIT's IBM platform at SunGard in Philadelphia, Pa., was recovered concurrently with our Bull platform at Integris in Phoenix, AZ. OIT networked the two platforms, synchronized recovery points, shared data between applications, and remotely connected to our print recovery vendor, Mail-Gard, in Ivyland, Pa. With the TCP/IP connectivity first tested during the late 2002 IBM exercise, we enabled clients to connect to the recovery IBM system remotely from the Office of Management and Budget during the May exercise. We were also able to provide remote print services over the IP network.

Department of Human Services applications were processed on the Bull system in Phoenix with output transmitted through the IBM platform in Philadelphia to the Mail-Gard facility in Ivyland where checks were printed, verified, sealed, and made ready for mailing. The IBM exercise simulated a Monday production cycle, running applications for Human Services, Health, Labor, Taxation, OMB, State Police, Personnel, and numerous other state agencies. Treasury personnel were able to perform data entry, verification, and look up functions remotely from OMB offices in downtown Trenton. All of these accomplishments were firsts for a recovery exercise.

- **Business Continuity Planning:** The Office created a Business Continuity Planning (BCP) committee to formulate OIT's Consolidated Business Continuity Plan. The committee has developed OIT recovery strategies, defined recovery teams, and begun coordinating and writing the business continuity and disaster recovery plans for the various OIT units.

Each OIT unit sent a "BCP Representative" and a "Planning Coordinator" to a two-day workshop on BCP hosted by the Gartner Group. These individuals made recommendations and assisted each other in creating, coordinating, writing, and maintaining the contingency plans. The knowledge and practical exercise output generated by the workshop are being leveraged into a comprehensive plan for the organization. The group continues to meet bi-weekly.

Office of Information Technology

- Homeland Security Center of Excellence: OIT assisted the Department of Military and Veterans Affairs (DMAVA) to establish its Homeland Security Center of Excellence in Lawrenceville. The facility, equipped with a major video teleconferencing center, provides for video teleconferencing, radio, data and voice communication. It also provides for mobile communications vehicles to support deployment of forward command posts, collaborative and virtual information sharing between local, state, and federal networks and the ability to monitor commercial and cable television and commercial radio.
- NJHomelandSecurity.com: OIT working with the Attorney General's Communications Office, created the New Jersey Homeland Security Web site to educate and empower New Jerseyans to prepare for and respond to potential future terrorist attacks. Reinforcing the main theme that citizens need to stay informed, the Web site, www.NJHomelandSecurity.com, offers practical suggestions to increase preparedness, including learning about the Homeland Security Advisory System, creating a family communications plan, knowing where to call to report suspicious terrorist activity, learning about biological, chemical and radioactive agents, and about preparing an emergency supply kit. Work has begun to make the homeland security site the first external Web site to be published using the Interwoven TeamSite content management tool, allowing domestic security personnel to post information directly to the Web.
- Geographic Information Systems (GIS) Subcommittee: The Domestic Security Preparedness Task Force Planning Group created a GIS subcommittee. The subcommittee comprises members of the Infrastructure Advisory Committee, State Agency CIO's, and a team from OIT. The subcommittee's mission is to identify and catalog critical infrastructure data that is housed and maintained by various agencies. The subcommittee is also working on developing and implementing the standards and mechanisms for accessing the identified data within agencies for the purpose of supporting the GIS mapping and analysis needs of the task force.
- Intrusion Detection Systems: OIT staff strategically installed 24 intrusion detection systems (IDS) throughout the Garden State Network, the State's computer network. IDS are used to identify attacks on the Garden State Network to aid in protecting the State's resources. This project continues in 2004 with the installation of SIMs (Security Information Management Systems).
- Information Security Education: OIT launched an aggressive employee education campaign focused on information security. The campaign informed employees of the threats to the security of the State's IT systems and taught employees the critical steps they must take to protect the confidential information contained within state networks and databases. Posters were created addressing information security topics such as password construction, computer viruses, Internet usage, e-mail usage, data confidentiality, social engineering, PC security, personal security, telephone fraud, data backups, and software piracy. OIT plans to later target all state employees as part of the educational campaign.
- Enterprise Systems Management (ESM): OIT began implementing ESM product solutions that enable OIT to manage and monitor the statewide IT infrastructure in a proactive, real-time event management environment. Implementation will continue in 2004.
- Enterprise Virus Scan: OIT implemented the Enterprise Virus Scan on inbound Internet SMTP mail. The McAfee E500 appliances for virus scanning were also installed and upgraded. We have cleaned an average of 1,200 viruses a day, which represents approximately 1 percent of the State's e-mail.

- **Interstate Information Sharing Program:** OIT staff revised and finalized a draft for an interstate information sharing program, which has been proposed through the National Association of State Chief Information Officers (NASCIO). The program will allow for the timely exchange of threat warnings, alerts, incidents, and information related to the protection of the critical infrastructure of state government.

OIT's top security priorities for 2004 include:

- **Intrusion Detection System:** The state of New Jersey is collaborating with the U.S. Army Communications-Electronics Command Research, Development, and Engineering Center (CERDEC) to research and analyze the State's computer networks for the development of a comprehensive intrusion detection system. The Cooperative Research and Development Agreement (CRADA) between New Jersey and CERDEC is the first such research collaboration that CERDEC has established with a state government.

This innovative working arrangement will allow the state to take advantage of the extensive experience and expertise of the U.S. Army in developing mechanisms to protect critical, confidential data. A comprehensive intrusion detection program is a key component in our homeland security plans to protect our IT infrastructure from cyberterrorism.

The purpose of the CRADA is to define the operations and architecture needed to deploy an intrusion detection and response program for the State's executive branch, which consists of 16 departments. The technical components of the program include host-based intrusion detection systems, network-based intrusion detection systems, and security information management systems. The State will also receive guidance in developing policies and procedures to effectively manage the program.

- **TruSecure Assessment:** TruSecure, a global leader in ensuring the security of critical business information assets, will perform an enterprise security assessment of the Garden State Network.

As part of the assessment, TruSecure will conduct port scans to identify Internet visible devices and services and make recommendations on how to address any security vulnerabilities.

TruSecure will also conduct a war dial exercise in which an assessment tool seeks computers and devices connected to phone lines and reports on modems and fax machines, password strengths, password protections, and authentication types.

Reports on the findings of these exercises will be provided to OIT and follow-up exercises will be conducted to ensure any vulnerabilities have been adequately addressed.

- **OIT Availability and Recovery Site (OARS):** OARS is to be located remotely from existing OIT facilities and will provide redundant capacity for certain operations at those facilities in the event that any of those operations, or access to those facilities, is threatened by disruption (e.g., from terrorism or natural disaster). The functions intended to be served by OARS recovery are 1) redundant operations of the Garden State Network, the infrastructure that supports state agencies' data processing functions, electronic interconnectivity among the agencies, and citizens' Internet access to agency services; 2) remote backup and recovery of servers at the OIT HUB and other OIT and state facilities; and 3) redundancy for the backup of data from OIT mainframe systems for which private contractors already provide contract services for recovery. OIT will be provided with 11,000 square feet of space at the new State Police complex in Hamilton at the Horizon Center to construct the OARS facility.

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XIII. Office of Recovery and Victim Assistance

The Governor's Office of Recovery and Victim Assistance (ORVA), a mandated member agency of the Task Force under the Domestic Security Preparedness Act of 2001, was established in the aftermath of September 11, 2001, to assist New Jersey victims and the families of victims. Nearly 700 New Jerseyans died in the terrorist attacks of September 11, including the victims of the attacks on the World Trade Center and Pentagon, and the victims of the hijacked airliners. More than 50 additional New Jersey families lost next of kin who lived outside the State. Initially, with the assistance from the Office of the Attorney General and the Department of Human Services, ORVA established a Family Assistance Center at Liberty State Park in Jersey City that provided numerous services to more than 4,000 victims and families.

When the Family Assistance Center closed in February 2002, Governor McGreevey initiated the next phase of providing victim assistance services by establishing the Family Advocate Program. ORVA oversees the Family Advocate Program (FAP), which is run by the nonprofit corporation, New Jersey Family Advocate Management, Inc. (NJFAM). The FAP was initially funded by a \$936,000 grant from the September 11th fund.

ORVA's accomplishments in 2003 include:

■ Providing and Coordinating Victim Services

To date, 650 New Jersey families have signed up to utilize the services of a Family Advocate. The FAP involves 41 Advocates from 13 different nonprofit agencies around the State. Advocates have assisted in accessing services, programs and benefits available to the victims of September 11, 2001. NJFAM has received \$1.4 million in funding for 2003 from the American Red Cross.

ORVA also publishes a monthly newsletter for the families of September 11th. The newsletter highlights various events, programs and special services of interest to the families and updates them on legislation, court cases and other legal matters.

■ Coordinating Commemorative Activities

ORVA coordinated the State's response to the first and second anniversaries of the attacks of September 11th. In conjunction with the Governor's staff, ORVA coordinated the Candlelight Vigil held at Liberty State Park on September 10, 2002, which was attended by more than 1,000 family members. ORVA, working with State Police, Liberty State Park Staff, the Department of Transportation, the Salvation Army, the Red Cross and others, also organized and implemented the special ferry service to and from Ground Zero on September 11, 2002.

On the second anniversary of September 11th, ORVA once again offered coordinated ferry service to family members to and from Ground Zero. Upon the families' return to Liberty State Park, ORVA, along with the Salvation Army and Red Cross, provided a luncheon.

In addition, as part of the second commemoration, ORVA coordinated a reception for the families, hosted by Governor McGreevey at Drumthwacket on September 7, 2003.

■ Coordinating the Safe Haven East Project

Working in conjunction with the Consortium of Catholic Charities and other nonprofits, ORVA has been actively involved in the planning of the "Safe Haven East" Project, a program designed to assist the families during the trial of Zacharias Moussouai. The Moussouai trial is scheduled to be televised via closed circuit television at the federal courthouse in Newark and will be open only to the families. Based on a model developed during the trial of Timothy McVeigh after the Oklahoma City bombing, the Safe Haven will be a sort of mini-Family Assistance Center, a place where families can gather before, during and after trial days, receive refreshments, counseling and other appropriate services.

Office of Recovery and Victim Assistance

■ Serving as Liaison to the Securities Industry

With respect to the “recovery” portion of its mission, ORVA, in conjunction with the Securities Industry Association (SIA) and other major financial services employers in the State, has served as the State’s link to the financial services and securities industries during times of emergency. During the Northeast Blackout of August 2003, ORVA kept these industries abreast of the latest developments concerning the blackout, its effects, and projected power restorations. Working in conjunction with the State Office of Emergency Management, ORVA transmitted timely and reliable information to enable these industries to continue to function effectively during the blackout.

■ Developing a Corporate Emergency Access System (CEAS)

In conjunction with the State Office of Emergency Management (OEM) and the Office of Counter-Terrorism (OCT), ORVA has taken the lead in developing a system allowing private sector employees access to sites affected by emergencies. The Corporate Emergency Access System (CEAS) program is designed to help business owners, large and small, mitigate the potential damage and financial losses that may result from an emergency. Under this program, critical staff are allowed timely access to work facilities to minimize financial losses. Under CEAS, essential employees receive training and a qualification process to receive a standard access credential. Planning steps have been underway and will continue in 2004 toward eventual implementation.

Additionally, ORVA staff:

- Attended, in spring 2003, train-the-trainer sessions for the Community Emergency Response Teams (CERT) program provided by the OEM.
- Have made presentations about the Office’s activities before the State’s Federal Bar Association, the Governor’s Conference on Volunteerism and the Americorps Training Conference.

ORVA’s priorities for 2004 include:

- Implementing the “Safe Haven East” Project, if the trial of Zacharias Moussouai proceeds.
- Beginning to implement the Corporate Emergency Access System (CEAS) program to help business owners mitigate potential damage and financial losses from emergencies.